



**RTIA NEW GROWTH STRATEGY 2020-2025
ANNUAL PERFORMANCE PLAN 2022-2023**

31 January 2022

Executive Authority Statement

The Sixth Administration is firmly grounded in its drive to achieve the ideals contained in the National Development Plan, in particular the current Medium Term Strategic Framework 2019/2024 specifically endeavours to reduce fatalities by 25% year on year in order to achieve a 50% reduction for the 2011 baseline fatalities by 2030. In this attempt, the Department of Transport aims to contribute to priority 3 & 4 on Education, Skill and Health as well as Social Cohesion and Safer Communities respectively.

This endeavour, is further buttressed by our commitment to the accelerated implementation of Pillar 4 on Safer Road Users in the National Road Safety Strategy, of holding those who violate road traffic legislation accountable through the introduction of Points Demerit System, suspension of driving licenses as well as cancellation thereof.

The recent Gauteng North High Court Judgement declaring the AARTO Legislation unconstitutional and invalid continues to stifle our noble intention to roll out AARTO Nationally. As initially pronounced, we are firmly resolved on our plans towards the National AARTO Rollout while we challenge the aforesaid judgement in the Constitutional Court. Based on the Best legal advice, we are of the view that judgement will be overturned by a Higher Court.

Top on our annual agenda for the year under review is heightening education and awareness of road users on the benefits of AARTO, rights and obligations as well as imparting information on the role of AARTO in road safety. Research is cardinal to our annual plans for the year under review, this is precisely with the view to enhance AARTO services and value to the road user. Given the enhanced levels for clean governance, emphasis will be placed on improving internal control environment and pursue a clean audit.

To this end, while we await the Constitutional Court Ruling, we continue to amplify the AARTO adjudication processes as well as improve on the infringement notification printing and postage value chain in collaboration with South African Post Office and the Road Traffic Infringement Agency. I pledge my full Executive support in the RTIA undertaking of all the interventions outlined in the Annual Performance Plan to ready the Agency for a successful national Rollout pending the Constitutional Court Judgement.



M. FA Mbalula,
MP, Minister of Transport
Executive Authority

Accounting Officer Statement

South Africa remains in the forefront on Continental innovation and development in regards to traffic management and road safety. In our endeavour to achieve improved levels of safer communities within our roads, the Agency has registered significant progress in preparing the Agency and Issuing Authorities for the AARTO national Rollout.

During the 2021/2022, the RTIA planned to effect the national AARTO Rollout. The Agency commenced with the phased approach in AARTO Roll out by establishing the identified AARTO Service Outlets with the view to improve the Agency's reach in service delivery. We improved the Agency's national footprint by ensuring that we have deployees in every province, supported by AARTO Ambassadors and Service Outlet Operators.

Significant strides have been made towards the development of AARTO Electronic Service for modernised AARTO postage services. The development of the IT Strategy to improve on the AARTO business enablement is at an advanced stage. Critical interventions to the internal control environment were introduced and significant positive audit outcomes have been registered. An AARTO Readiness assessment has been finalised in 213 Metropolitan/Municipal jurisdictions with the view to establish readiness gaps and provide requisite support.

The Agency's focus in the short term has prioritised the implementation of AARTO nationally, succeeded by the implementation of Points Demerit System to enhance driver accountability. The Agency has its plans firmly underway to ensure stabilization of AARTO in the Entire Republic before the end of the current Medium Term Strategic Framework.

I want to extend sincere gratitude to the Ministry of Transport and the Department of Transport for the unwavering support and the appropriation of the AARTO National Rollout. The RTIA Board has been instrumental in the review of the Annual Performance Plan and for that I am thankful to serve with colleagues this experienced. Further appreciation is extended to the RTIA winning staff team, am confident that they will be able to deliver on the Agency mandate as outlined in the 5 year Strategic Plan and the 2022/2023 Annual Performance Plan.



Ms MM Mabula
Acting Registrar: RTIA

Acronyms

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

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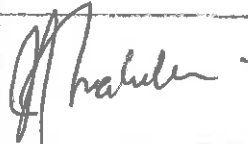
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A. Official Sign-Off

Name	Title	Signature	Date
Maj. Gen. (Dr) Kaine Monyepao	Deputy Registrar: Strategy Development Monitoring & Evaluation		31/01/2022
Adv. Mncedisi Bilkwana	Executive: Governance and Legal		31/01/2022
Mr. Gert Van Eeden	Deputy Registrar: Traffic Infringement Management		2022/01/31
Mr. Caiphus Matjila	acting Chief Financial Officer		2022.01.31
Ms. MM Mabula	acting Registrar		2022/01/31
Ms. Bongekile Zulu	Chairperson: RTIA Board		31 January 2022
Mr. FA Mbalula, MP	Minister of Transport		

1. INTRODUCTION & BACKGROUND

The Road Traffic Infringement Agency (RTIA) is listed as a Schedule 3A Public Entity under the Public Finance Management Act, 1999 (Act No.1 of 1999) and complies with Treasury Regulations as well as with 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 concerning the infringement notices dispensed by the various Issuing Authorities to the alleged infringers on South African roads.

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

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

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

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

2. PART A: RTIA MANDATE

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

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

2.1 Legislative and policy mandates

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

AARTO Act 46 of 1998, is the principal Act and the following is a summary of the objects & functions as outlined in s 4(1) of the Act, as amended:

to administer a procedure to discourage the contravention of road traffic laws and to support the adjudication of infringements as set out in subsection (2);

to enforce penalties imposed against persons contravening road traffic laws as set out in subsection (3);

to administer and manage a point demerit system for infringements and offences; Support and

to undertake community education and community awareness programmes in order to ensure that individuals understand their rights and options as set out in subsection (5).

AARTO Amendment Act 4 of 2019, the Act introduces the Appeals Tribunal and defers the right to access the courts only after the adjudication of the Tribunal. The Act further introduces electronic service as a new method of service and driver rehabilitation among major departures from the Principal Act.

Promotion of Administrative Justice Act, 2002 (Act 3 of 2002)

The National Road Traffic Act, 93 of 1996

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National Land Transport Act, 5 of 2009

Cross Border Road Transport Act, 4 of 1998

Border Management Authority Act, 2 of 2020

Broad Based Black Economic Empowerment Act, 53 of 2003

Employment Equity Act, 55 of 1998

Preferential Procurement Policy Framework Act, 5 of 2000

Protection of Personal Information Act, 4 of 2013

Electronic Communications and Transactions Act, 25 of 2000

3. RTIA POLICIES AND STRATEGIES

<ul style="list-style-type: none">• 2019- 2024 Medium Term Strategic Framework
<ul style="list-style-type: none">• UN Decade of Action for Road Safety 2021- 2030
<ul style="list-style-type: none">• SADC Protocol on Transport Communication and Meteorology 1996
<ul style="list-style-type: none">• National Development Plan: Vision 2030
<ul style="list-style-type: none">• National Road Safety Strategy 2017- 2030
<ul style="list-style-type: none">• White Paper on Transport Policy 1996
<ul style="list-style-type: none">• Green Transport Strategy 2018 - 2050

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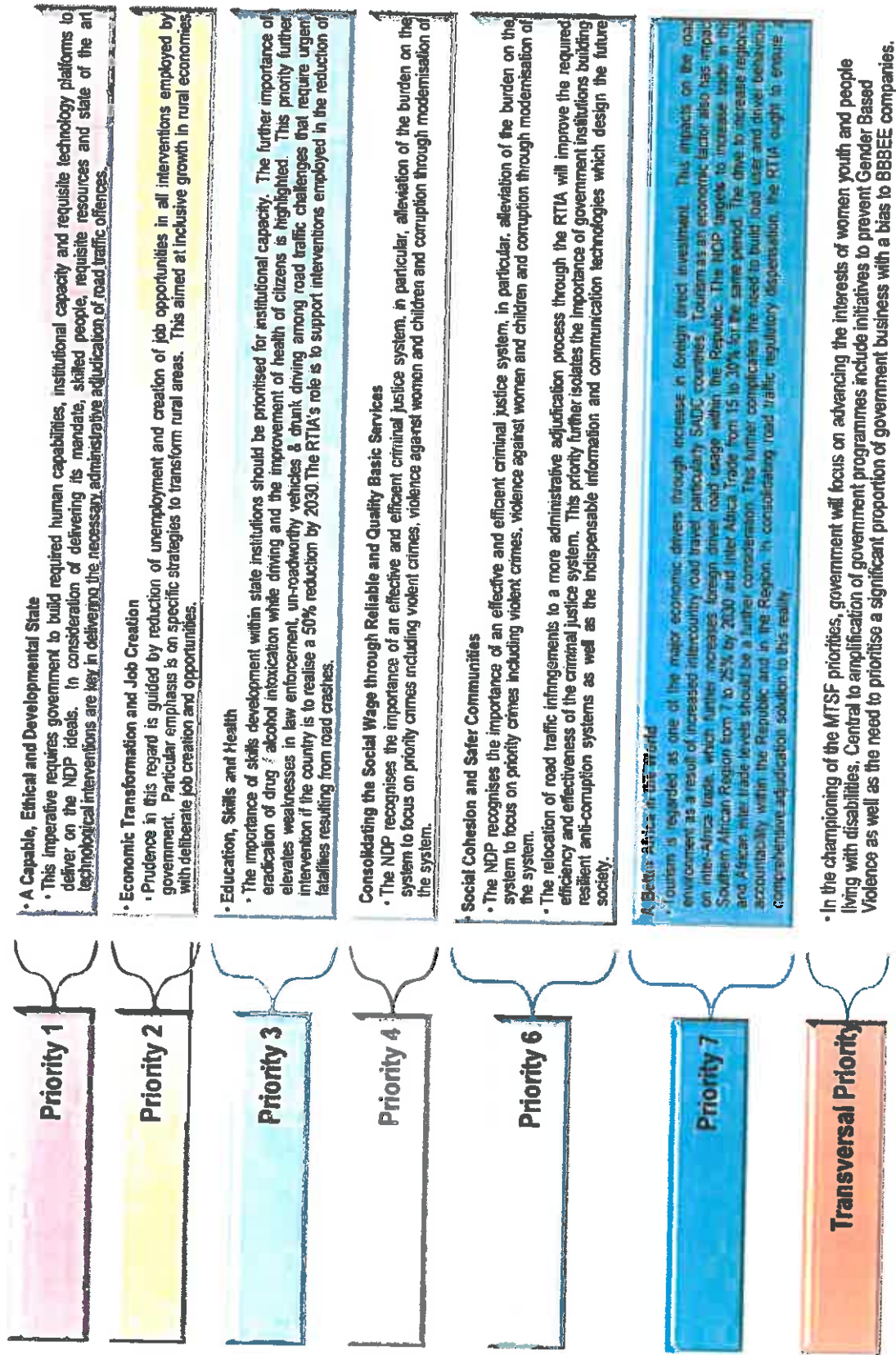


Figure 1: MTSP Priorities

3.1 Other Policies with a Bearing on the AARTO Value Chain

- AMIP Re-baselined Plan 2021
- AARTO Communication Strategy 2021-2024
- Adjudications Framework
- Point Demerit Framework
- Rehabilitation Programme Framework

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

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

4. Relevant Court Rulings

Name of Litigant	Nature of the litigation	Current status	Management Actions
Organisation Undoing Tax Abuse (OUTA) vs Minister of Transport & others	The applicant sought a declaratory order to declare AARTO legislation unconstitutional and invalid.	Adverse judgement against AARTO legislation was declared unconstitutional and invalid.	Legal opinion on leave to appeal judgement in the court <i>a quo</i> .
Fines 4 U & Another	seeking to review decisions taken by representation officers in terms of section 18 of the AARTO Act.	Judgement finalised and ruling made against the Agency with costs. The Agency unsuccessfully appealed the judgement and the cost order of the appeal application was made in favour of Fines 4 U.	Adjudications Framework reviewed and considered all the issues raised in the judgement.
Edwards Matter	The Applicant in this matter requests the court to order the Agency and Tshwane Metropolitan Municipality (joined	Matlala Attorneys was appointed to oppose this matter on behalf of the Agency. Before the date of set down, the Parties agreed to settle	Mr. Edwards filed his notice of withdrawal and the matter was accordingly removed

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Name of Litigant	Nature of the litigation	Current status	Management Actions
	as the second respondent in the matter) to issue him with his driving licence and licence disc in respect of various vehicles under the circumstances where the Applicant has been served with an enforcement order.	the matter out of court on the basis that Mr. Edwards has rendered his application academic by paying for the enforcement order. After paying for the enforcement order, Mr. Edwards could transact on eNatis by renewing his driving licence and licence disc.	from the roll of the court.
Howard Demborovsky vs Department of Transport and Others	Mr. Howards has lodged this application to, amongst others, contest the constitutionality of some of the provisions in the AARTO Act as well as its Regulations. He alleges that those identified provisions of the Act contravene in the main, the right to a fair trial as enshrined in the Constitution. This application also seeks to request cancellation of all infringement notices in an instance where infringers have elected to be tried in court but have still not been served with summonses for a period over 18 months, as prescribed by the DPP.	Legal Services has gone through the papers and believes there is a cause to oppose the application. As a consequence, SCM has been approached for assistance to procure a law firm that will file the Agency's notice of intentions to oppose as well as attend to all other matters relating to this application.	Application dismissed with costs.

Table 1: Relevant Court Rulings

5. PART B: SITUATIONAL ANALYSIS

5.1 RTIA Strategic Focus

As part of strategic decision making the Agency is required to consider the environmental, industry, regional, and global dynamics and trends. A winning strategy is the one that considers and is informed by its internal environment and dynamics outlined *supra*. The Agency's 1st price in the year ahead is the national AARTO implementation with Points Demerit System and Rehabilitation Programme, however immediate operational dynamics, including the latest adverse high court judgement present variant, dictates for the immediate future and require temporary alternatives to be explored.

5.1.1 Updated Situational Analysis

5.1.1.1 Industry Statistics: Road Traffic Statistics

According to the December 2021 NaTIS Report, the country's vehicle population amounts to 12 957 209 with a significant proportion consisting of ordinary motorcars and light delivery vehicles. Of the total vehicle population, 508 806 (December 2021) are un-roadworthy and unregistered. In considering the implementation of the Point Demerit System and deployment of resources, the vehicle population becomes a critical informant.

Critical to consider includes the total driver population in the country for the same period, which is sitting at about 11 500. This figure has been consistent over time. About 4 million drivers are concentrated in the Gauteng province, whereas about 3 million drivers are spread across KZN and Western Cape. The Northern Cape presents the least number of registered drivers comparatively. The analysis of the road traffic information requires the deployment of the majority of resources in Gauteng, KZN & Western Cape.

According to the road traffic information report for the same period, about a million learner licenses are issued per month in the entire country; while about 250 000 new driver's licenses are issued for the same period. This information provides intelligence for the possible demand on the AARTO value chain.

5.1.1.2 Road Crash Information

The RTIA is a principal player in the AARTO value chain and the road safety subsector. This can be evidenced in Pillar 4 of the National Road Safety Strategy (NRSS), wherein the country expresses its desire to hold drivers accountable through the implementation of the Points Demerit System. A comparative analysis between the Scandinavian Countries and SA on the deaths per 100 people is about 9: 100, while SA is sitting at about 26: 100. The Country can evidence the prospects of success in the adjudication of road traffic offences through Points demerits noting the progress made internationally.

While there is a positive decline of 2% in road crash information in the previous financial year, 13 000 lives lost and over a million injuries resulting from road fatalities remain unacceptable. Further to the above, related costs on the fiscals are astronomical at about R163 billion per year. This trend cannot continue unabated and require a different and innovative approach which should include driver accountability and deterrence among others. It is envisaged that the successful implementation of AARTO can advance gains in saving lives and redirecting the previously mentioned budget spend to the social needs of the country.

5.2 Medium-Term Policy Environment

Priority 8 on "HEALTH CARE FOR ALL" contained in the National Development Plan (NDP) obliges the country to reduce road deaths and injuries by 50% in 2030. Specific focus is accorded to challenges brought about by:

- driver behaviour
- roadworthiness of vehicles
- drunk driving, and
- weak law enforcement

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

The 7 APEX Priorities contained in the MTSF makes provision for, Economic Transformation through job creation with a bias towards women, youth, and people living

with disabilities are among the short, medium to long term priorities of government to the extent that service delivery areas of the State are measured for compliance.

5.3 Demand for services

AARTO was assented during 1998 and proclaimed only for Johannesburg and Tshwane Metros. AARTO services are available in all RA's (Registering Authorities) as well as in the 19 AARTO service outlets throughout the country. These services are offered against 144 districts and over 230 municipalities. A great proportion of motorists traverse Gauteng roads from various provinces however are not successful in receiving services in their respective cities and neighbouring localities. This observation demands a prompt spread of additional services by the RTIA because of the dawn of the AARTO national rollout.

While there is a move to amplify online-based services, the current capacity challenges faced by the Agency may not be able to cater for the possible 12 million-vehicle population excluding foreign vehicles traversing South African roads. The AARTO systems capacity demand requires attention if the Agency is to roll out AARTO nationally and successfully.

5.4 Organisational Challenges

AGSA presented the Agency with a qualified audit opinion for the year 2020/21 raising concerns on weaknesses in internal controls, inaccurate reporting, records management, and irregular expenditure among others. The focus on the importance of governance, leadership, and integrity was elevated during this audit period. While there's an improvement in the audit outcome from the previous year, strengthening of governance and internal controls remain in focus.

6. External Environmental Analysis

6.1 International Analysis

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

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South Africa appears to be the 1st African country to initiate and implement administrative adjudication of road traffic offences policy to bring in the Points Demerit System at a later stage. Other African Countries, including Zambia, are in the process of initiating the same and are at the research stage and rely on South Africa for guidance. No evidence is available to demonstrate that administrative adjudication to regulate traffic offences has been successfully implemented in any other African State. This initiative would be the 1st in Africa to emulate regulatory solutions deployed in 1st world countries like the EU and Australia. The road carnage challenge cannot be appreciated without innovation, fresh, advanced interventions aimed at curbing road traffic recidivism, advancing deterrence, and compliance are necessary. The notion that omnipresence of road traffic law enforcement on SA Roads will resolve carnage challenges is not sustainable and has however proved to be ineffective.

6.2 Stakeholder Analysis

Stakeholder	Influence	Expectations
Infringers, Drivers	Road traffic infringements, penalties, road injuries, and deaths.	Fair, lawful, reasonable, and reliable road infringements management processes.
Road Users, Citizens	Accountability for road traffic infringements and consequences.	RTIA transparency, accessibility, and road user safety education.
SALGA	Local Government Standards & Influence	Keep Informed and Collaboration Expectations
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 laws. Law enforcement, Actual Implementation, and Compliance
SAPO	Link RTIA, business, and the 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 the 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	<ul style="list-style-type: none"> • Lay the bases for partnership in action • Promoting a shared vision of South Africa's development strategy • Social dialogue on the broad policy framework • Securing the commitment and active participation of all role players in the traffic and transport environment • Political support

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Stakeholder	Influence	Expectations
DOT	Enable accurate implementation, oversight	• Buy in, support roll-out and strategic direction
Parliament	Legislation and oversight	• Approval of legislation and endorsement
Public Transport Associations	Influence on operators	• Compliance
MUARC- Monash University Accident Research Centre and Academic Institutions	Benchmark and policy influences	• Advice and Support
RTMC	Training of and Influence on law enforcement standards and NCR support	• Road safety strategy and system support training
GPW	Service delivery partner and printing of AARTO stationery	• AARTO Stationery Support
MINMEC	Influence on implementation	• Support endorsement and collaboration
NPA/Justice	Prosecutions and rehabilitation	• Collaborations
TETA and DSBD	Operations	• Collaborations
Fleet Management Companies	Operations	• Compliance
NICRO	Rehabilitation and Implementation	• Collaborations and thought leadership
Civil Society	Protection of road user rights	• Keep informed
Organised Labour	Employee rights and collective bargaining	• Labour peace and collaboration

Figure 2: Stakeholder Analysis

6.3 PESTEL Analysis

6.3.1 Political Factors

Changes in the recent local government elections resulted in a coalition of smaller parties leading Municipal Councils. Over and above the risk of political instability due to governance and policy conflict, certainty exists in the risk of a policy shift towards reduced support for AARTO implementation. Other segments at local government have already made policy statements that are anti-AARTO in its current form. A further concern lies in hung municipalities and municipalities under Sec 100 of the Constitution.

Organised Labour remains a strong force in the economy and the relationship it enjoys with the state has an impact on the successful introduction and implementation of new

policies. The implementation of AARTO has implications on the retention of jobs for driving employees if in violation of the policy. The AARTO policy further enjoys significant support from the Executive Authority, including MECs. An AARTO Socio-Economic Impact Study of 2020 sanctioned by SALGA has advanced benefits of the AARTO System to impact advancing fewer infringement notices issued resulting in improvement of road quality, road infrastructure, and improved safety levels. It has further highlighted areas of preparation and improvement for AARTO to be successfully rolled out.

6.3.2 Economic Factors

According to the 2020/21 SA YEARBOOK the South African economy contracted by 7.2% in 2020. The estimate is a result of the easing of the lockdown in the 3rd quarter as well the resumption of global growth. The report further outlines a weak labour market owing to increased job losses and increase in distressed public corporations, fragile business, and reduced consumer confidence which will contribute towards domestic economic growth moderating 2.2 % in 2022 and 1.6% in 2023. The increased household consumption rate may have an impact on disposable income to pay traffic fines impacting the sustainability and continued operations of the Agency.

This development is further exacerbated by the sharp increase in energy costs particularly fuel and electricity. The increase in fuel costs has a direct impact on the cost increase of other commodities. The increases in social grants emanating from the increase of unemployment and the effects of COVID 19 have a direct impact on fiscal to fund AARTO operations.

On the positive side of COVID 19 implications is the saving in the transport costs emanating from daily commuting between home and work. Remote working has an impact on road traffic movement in that the prospects of road crashes are reduced because of a decrease in road traffic volumes.

6.3.3 Social Factors

The effects of COVID 19 have had a direct impact on the unemployment levels. An influx of foreign nationals committing traffic infringements has been perceived as AARTO not

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

6.3.4 Technological Factors

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

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

6.3.5 Environmental Factors

The reduction and transformation of the paper-based business to more automated processes is key to contributing to the green economy. The decrease in traffic movement has had a positive impact on driver emissions in that, comparatively, lesser vehicles are on the road post the advent of the Covid 19 pandemic. This will certainly have an impact on climate change and contribute to the global agenda of lessening carbon emissions to save and reduce global warming. Effective AARTO implementation is highly likely to reduce road traffic patterns because of fear of consequences of non-compliance with road

rules. Again this will have an impact on the reduction of carbon emissions. Road traffic information has presented an unacceptable number of unlicensed and unroadworthy vehicles on SA Roads.

6.3.6 Legal Factors

The AARTO environment is highly litigious owing to the infancy of this type of regulation in the Republic. In crafting and reviewing the AARTO legislation, consideration ought to be made to all other legislation that may be impacted by the review. During public consultations of the AARTO Amendment Act, several shortcomings and concerns were raised by affected stakeholders and interested parties including NADLEC.

The recent High Court judgement in favor of the applicant against the Minister of Transport & the RTIA is an example of the gravity of the impact resulting from consideration of legal factors in the operating environment. The national rollout of AARTO is currently on hold pending a Constitutional Court ruling on the legal validity of the AARTO Legislation. Planning for the year in focus needs to take into account the implications of the possible outcomes of the ruling of the matter in question.

7. AARTO Value Chain Analysis

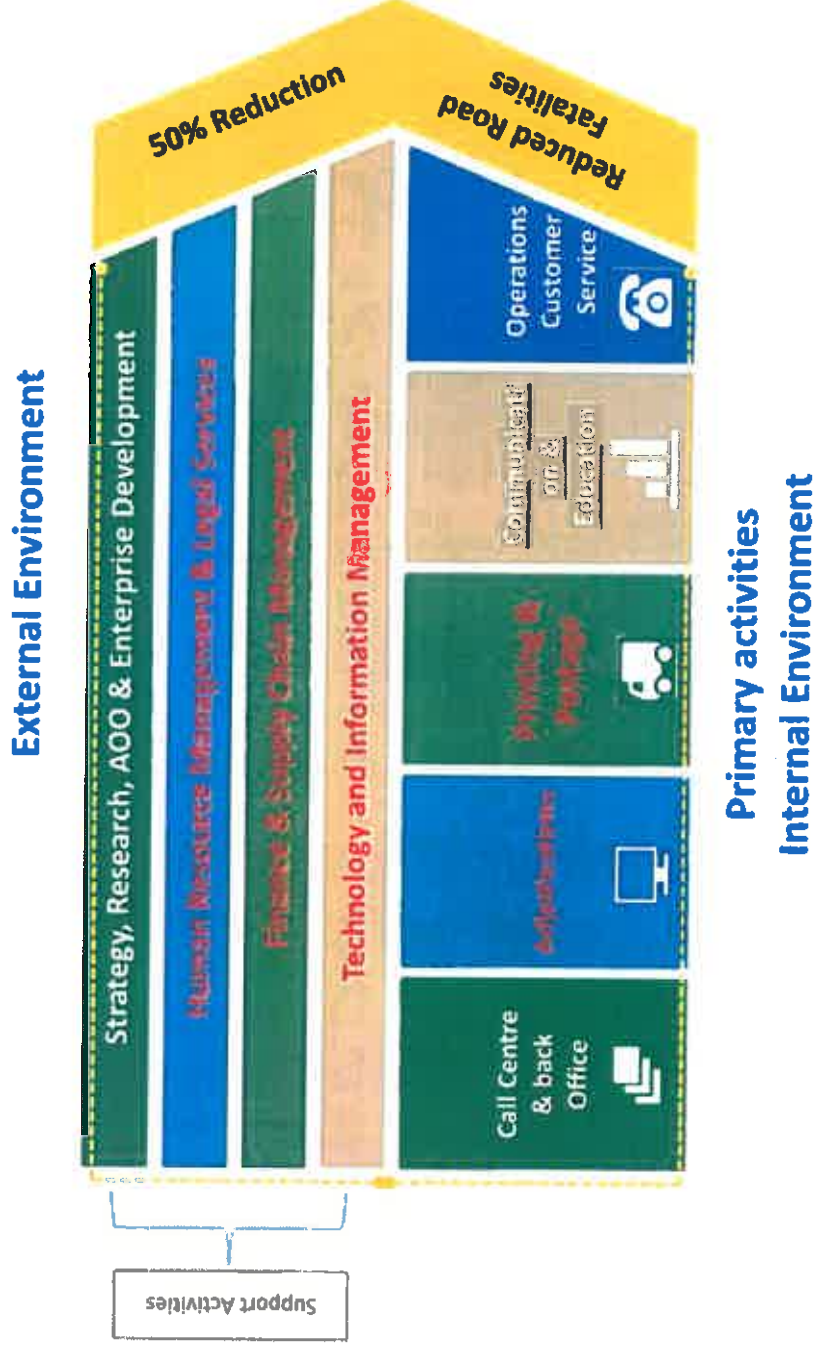


Figure 3: AARTO Value Chain Analysis

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

An analysis of the business support environment revealed that the organization requires internal capacity that would enable it to drive business and discharge its mandate which at the moment is inadequate. Mission-critical is the IT-enabled business environment. Among the internal business, weaknesses include engrained manual business processes, lack of business integration, traditional and manual document management to mention a few. The IT environment requires urgent investment in developing a comprehensive ICT Strategy that would outline areas of improvement and the order in which these should be prioritised over a 3 to 5 year period.

The Finance function, particularly procurement and contract management are among support functions that require policy and efficiency improvements with the view to enhance business in established expeditious procurement and contract management processes. This would certainly improve organizational performance and the internal control environment.

Central to weaknesses in the identified business functions comprise a lack of capacity in terms of adequate staffing levels. This challenge cuts across the organization including but not limited to core functions, Legal Services, PMO, and Communications. The make-or-break challenge in the value chain is the external dependencies in the execution of the AARTO process, wherein the process is highly dependent on postage and related systems.

Challenges presented by postage inefficiencies are likely to compromise the impact of the AARTO intervention to the extent that the full road safety solution may not be realised to the full extent desired if the challenges are not addressed. 1st price in addressing the value creation emanating from this weakness is the urgent diversification of postage services as

well as methods of service. AARTO is an administrative system based on communication through postage. Urgent implementation of postage efficiencies as well as performance monitoring through forwarding integration has become more urgent than previously required.

8. SWOT Analysis: Internal Analysis

INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ul style="list-style-type: none"> • Firm political support • Shareholder support • A stable relationship with IAs • Adequate governance policies • Established relationships with stakeholders • Independent Adjudicator • Approved Stakeholder Matrix • Dedicated, loyal staff • Maximised DoT buy-in • Approved Budget allocations to actual programmes in line with the PFMA. • Remote operations of the organisations post the COVID 19 with instant branch outlets incompatible with the 4IR (Digital Immigration). • The sole mandate to implement AARTO. • Product offerings targeting companies (Voluntary Fleet Management Notification System). 	<ul style="list-style-type: none"> • Delayed AARTO proclamation • Limited national footprint • Inadequate communication machinery • Lack of access to real-time NCR data • Prolonged organizational re-engineering • Limited Communication and Marketing capability • Inadequate talent, skills, and capabilities • Absence of an ICT Strategy • Limited funding streams • Inadequately resourced communication and marketing approaches • Traditional ways of working: paper-based packaging • Lack of monitoring and evaluation tools to measure the impact • Absence of research capacity • Agency has no comprehensive strategy to address the needs of people living with disabilities • -The Agency does not promote CSR programmes • Company location not community friendly or reachable • The Agency is language bias • Delayed AARTO implementation nationally causing damage to Agency reputation • Protracted practices of surplus retention

SWOT: External Analysis

EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)
<ul style="list-style-type: none"> • 4th Industrial revolution, data analytics • Prospects of the National rollout footprint • The value proposition of the targeted customer segment • Partnership with the private sector • Digital Transformation • Development of alternative strategies to collect revenue • Responsive and receptive Stakeholder Management 	<ul style="list-style-type: none"> • Push back from interest groups and organized labour • The distorted public image of AARTO • Nonpayment of revenue collected by collecting agents • Corruption and bribery • Hung & in distress municipalities • National Contravention Register downtime • Constitutional challenges to the AARTO Act • Lack of concurrence by key stakeholders and resistance to embracing rollout

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<ul style="list-style-type: none"> • Digitalization of Adjudication, Rehabilitation, and PDS • -Digitisation will be realised to improve marketing campaigns since the Covid-19 outbreak • The sole mandate to implement <ul style="list-style-type: none"> ◦ AARTO. • Visibility in terms of Brand Awareness in the form of multimedia campaigns. • Deployment of AARTO in SADC and the continent • AARTO Regulation on foreign drivers 	<ul style="list-style-type: none"> • Municipalities placed under administration • Exorbitant costs associated with the usage of registered mail • SAPO being declared commercially insolvent with major losses and branches being closed across the country • Delays in the appointment of the Appeals Tribunal Members • Instability in leadership • Inherent inter-dependencies in the AARTO value chain • Private/ Independent companies offering AARTO education to fleet companies, issuing certificates of attendance • Non-alignment to POPIA • Dependency on Agencies such SAPO and RTMC.
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Figure 4: SWOT Analysis

9. STRATEGIC ANALYSIS AND CHOICE

9.1 Status Quo Analysis

9.1.1 Implications of the High Court Judgement

The OUTA vs Minister of Transport and others judgement in the High Court has significant and adverse implications on the RTIA should it be confirmed by the Constitutional Court. In this regard, the Agency has resolved to pursue the Constitutional Court on the importance and justification of the AARTO Legislation.

OUTA successfully challenged the unconstitutionality of the AARTO Legislation which establishes the Agency. The successful court challenge pending Constitutional Court decision presents challenging strategic decisions to be made regarding business continuity.

9.1.2 AMIP Implications

During the year 2021/2022, the RTIA had planned to roll out AARTO nationally. This approach is funded at about R215 million. Chief among interventions planned to be funded in the year under Review includes deployment of a robust communication plan to include all media platforms over a long period. The plan focuses mainly on AARTO Education Awareness as well as the distribution of Education material. The Agency is required to reduce the planned costing by almost half, with the remaining proportion aimed at funding the communication plan to clarify the public perception on implications of the High Court judgement pending Constitutional Court decision.

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

Among the biggest projects planned to be deployed with the National, AARTO rollout includes the suspension of procuring Mobile busses, simulators for driver rehabilitation, Funds planned for Psychosocial interventions to complement rehabilitation interventions,

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Staffing cost, appeals Tribunal Costs. Costs earmarked for the CRM are intended to be committed in the preceding year given its importance for business continuity.

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

9.1.3 Finance & Procurement

In line with the budget review for 2021/2022, all critical budget items that command significant funding are in the process of being analysed and prospects of returning the funds to Treasury with the prospects of reallocation after the Constitutional Court Judgement are being explored. All critical projects earmarked for implementation will proceed only if the procurement process was concluded at the time of the court judgement. This includes the procurement of the Customer Relations Management System and Call Centre.

All contracts that have been committed are in the process of being analysed and implications determined with the view to determine the best available options to resolve possible challenges within the PFMA prescripts. The RTIA has almost concluded the procurement process for office accommodation. Owing to the possible implications of an adverse judgement, the commitment in this regard may be viewed as reckless under the circumstances. Alternative office accommodation options are being explored while the current procurement process is placed in abeyance.

9.1.4 Operations

In terms of the memorandum of advice, the high court judgement delivered on 13 January 2021 is not enforceable and is of no effect until it is confirmed by the Constitutional court. All AARTO operations within the JMPD and TMPD IA jurisdiction will continue as normal. In this regard, the focus will be on improving business efficiencies in the medium term pending the decision in the constitutional court.

The RTIA will further focus on building internal governance processes to strengthen the internal control environment. Further to the above, the recess brought about by the

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judgement will be used to engage in the AARTO Legislative Review which is seen as critical to resolving identified legislative gaps.

9.1.5 Staffing Considerations

At the point of the High Court judgement on AARTO, the RTIA was in the process of obtaining concurrence for the implementation of the revised and approved organisational structure. Noting the possible implications of the Constitutional Court determination, the Agency resolved to place in abeyance all staffing plans pending the ruling. The only exception applies to appointment or representation, enforcement officers, PMO, and fixed-term contracts.

Exceptions in this regard apply to the appointment of additional representation, enforcement order officer, PMO, and fixed-term contract where necessary. Once the final judgement has been made, the decision to resume staffing the organisation will be reviewed.

9.1.6 Final Business Analysis

According to the High Court judgement, the Agency resolves to depart from the national roll-out in the short-term period. All available resources will be redirected to investment in R & D, Legislative review, robust communication, and public awareness response programme as well as improvement of the internal control environment. It is foreseen that these medium-term strategic decisions will enable the Agency to be ready for whichever eventuality emanating from the Constitutional Court ruling on the OUTA matter.

10. Futures Analysis

The RTIA strategic trajectory for 2020-2025 was founded on the importance to implement AARTO nationally with a specific focus in the 213 local municipal areas. The targeted date for implementation was the 1st of July 2020. The implementation date was further deferred to 1 July 2021 resulting from the Covid 19 and Disaster Management Act restrictions.

Pending the Minister's pronouncement on the envisaged date of the National Rollout, the Pretoria High Court ruled in favour of Civil Society to declare both the AARTO legislations unconstitutional and legally invalid. In this regard, the aforesaid developments present challenges to the short to medium possibilities of the AARTO Rollout date. To this end, the AARTO re-baselined plan is placed on hold as presented in 7.1.1 above.

The High Court judgement presents varied strategic challenges to the Agency which require the RTIA to consider possible implications of the future Constitutional Court Judgement to be made and determine decisions that ought to be made for it to be ready for the possible outcomes.

To this end, the Agency considers several possible permutations and their implications with the view to determine the possible strategic course of action in response and in preparation for the Constitutional Court Judgement to be made. The Agency considered several possible scenarios but one that may obtain after the Constitutional Court Judgement come to the fore. Several Scenarios were considered in the planning process, however, the following scenario based on a legal memorandum of advice was the most compelling to consider in the planning process:

10.1 Probable Scenario

In terms of the memorandum of advice which the Agency received in the outcome of the court case. The High Court made an error in its conclusion, in finding that Parliament lacked the power to pass the legislation. The Court further failed to appreciate a distinction between a National Government and Parliament. Whereas National Government consists of the executive which does not pass legislation.

National Parliament is empowered to pass legislation such as the AARTO Act and the Amendment Act, in terms of the constitutionally entrenched doctrine of the separation of

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powers. The Minister and the Agency have therefore resolved to challenge through an appeal in terms of Rule 16(2) of the Constitutional Court rules.

There are reasonable prospects of success that the Constitutional Court would differ from the High Court and find that it misdirected itself when it concluded that Parliament lacked the power to pass the AARTO Act and the Amendment Act.

If the Constitutional Court finds the AARTO Act and the Amendment Act unconstitutional, it will make a just and equitable order by referring the Act back to Parliament to remedy the defects that the Constitutional Court would have identified.

The Agency and the Department have already indicated in their earlier papers at the High Court, that should an order of unconstitutionality be granted, the court grants the just and equitable order, to allow 24 months, for the legislature to remedy the provisions in the Act which would have been found to be unconstitutional.

Twenty-Four (24) months may not be sufficient to legislate AARTO to conduct public consultations, NEDLAC processes, and fulfil all parliamentary processes required. In this instance, the Executive Authority may shortly before the lapse of 24 months request a possible extension and advance compelling reasons beyond the control of the government. In this regard, the Agency Strategic direction will be premised on the latter scenario in charting decisions for the year ahead.

10.1.1 AMIP

The AMIP Plan would have to be re-baselined to factor in objective timelines including consideration of the time required for the legislative review. An audit would be required to determine the implications of the Constitutional Court decision on the completed work packages vs possible new directives which may also require additional time.

The current AMIP allocated budget has been analysed and financial resource requirements identified. Only about R86 million from the ring-fenced AMIP budget will be utilised for the financial year and about R129 million is earmarked for deferment to the next financial year in consultation with the DoT and Treasury.

10.1.2 Staffing Implications

In the immediate, the Agency may consider capacitating the Legal, Research, Project, and provincial office. This with the view to commence with the preparation of re-baselining the AMIP project and preparing for national rollout in about 36 to 48 months given the need for the review of the legislation and correction of the Constitutional errors in law. This may include a month other, the need for the AARTO Act to rather set standards and allow provinces to regulate and administer PDS & Rehabilitation programmes.

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

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

10.1.3 Core Business

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

10.1.4 Marketing & Communication

A detailed response plan would need to be funded to communicate the judgement and its implications. This function would have to detail the plan of action and projected timelines until the AARTO legislation is proclaimed. Further robust education drives would have to be prioritised for motorists to be advised on their rights and obligations in Tshwane and Johannesburg as well as when the legislation is rolled out nationally. This option provides the RTIA an opportunity to take advantage of lessons learned and deploy a potent communication and marketing drive.

10.1.5 Finance & SCM

In this instance, Treasury would be approached for sufficient funding of the AARTO Rollout similar to the current ENE allocation earmarked for the AARTO implementation. The issue of office accommodation being relevant would come into focus. The current 2021/2022 Approved AMIP Budget would have to be audited for a possible funding forecast and development of a new procurement plan geared for the AARTO implementation in the short to medium term given the time it may take to review and consult on the legislation.

10.1.6 AARTO Readiness Audit

The High Court Judgement in this instance would require an approach to IA readiness audit. Having learned from the previous readiness assessment interventions wherein IA's advance their readiness while this is not the case, this requires the RTIA to investigate prospects of an approach that would not only conduct an audit but further provide support to IA's to ensure that they are ready at the time the proclamation date is communicated.

10.1.7 Management Information Systems

Among the most pervasive challenges in the RTIA is the deployment of IT Solutions to existing problems and improvement of business efficiencies, records management, business integration, machine learning, robotics, and automation among others. A positive judgement from the CC will require a huge investment in IT systems to make access easier for clients and big businesses.

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

10.1.8 Research & Development

In all scenarios presented, the R&D function becomes central to the resolution of all possible outcomes. Research is identified as the panacea to the resolution of transportation of solutions identified in 1st world countries and determine or alter their fit in

South Africa. The Agency will embark on a robust research and development programme, including but not limited to:

- AARTO Socio-Economic Impact Assessment: JHB & Tshwane
- AARTO Implementation Assessment 2016-2021
- Demerit Point System
- AARTO Brand Reputation
- Driver Rehabilitation approaches

11. Strategic Choice

The analysis of the scenarios above suggests that scenario 1 & 3 is the most probable to come out of the Constitutional Court Judgement, premised on history. It is highly unlikely for the CC to declare the legislation unconstitutional and invalid. The court takes a view that the interpretation of statutes should take into consideration the spirit purport and objects of the legislation in question.

In interpreting the law, judicial officials are encouraged to read the law in such a manner that a law complies with the spirit of the Constitution considering the Bill of Rights. In this case, the safety, security, and economic rights of road users come into focus and the exceptions provided for in section 44(2) of the Constitution justifiably kick in.

Noting the administrative and operational concerns raised during public consultations, it may be necessary to revisit many sections in the AARTO legislation, except that it is not yet clear whether legislation that is passed into law but not yet in operation can be reviewed. It is in light of the above that the strategic pathway presented in Scenario 3 is preferred by the RTIA. While different future pathways exist under the circumstances, a pathway guided by dynamics in scenario 3 will be pursued in the short to medium term.

Current core business operations will pursue at a lower than planned rate, particularly communication in the development of the CC matter, elective options, as well as rights and obligations of road users in the AARTO programme. Stakeholder Consultation will be the bedrock of the strategic pathway with the view to obtain buy-in and support from partners and IA's.

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Improvement of weaknesses in core business values chain including but not limited to turn-around times to finalise representation, review of the adjudications framework with a bias to improving weaknesses in increased successful revocations and representation. Critical analysis of SAPO operations will come into focus, with the view to improve response timelines and timeous status updates. Monitoring of AARTO partners will also be prioritised.

Research and Development will dominate the pathway chosen to premise AARTO programmes on scientific and widely consulted programmes that enjoy legal and constitutional compliance.

Improvement of the internal control environment will take centre stage with the view to improve the AG audit outcomes, prudent financial management, heightened risk management, and effective supply chain policies and processes.

12. RTIA THEORY OF CHANGE

No.	Programme	Outcomes	Output	Indicators	Impact
1.	AARTO ADMINISTRATION & EDUCATION	Cultivate good road user behaviour through educational programs	AARTO Education & Awareness Campaigns	Social Media Campaigns Mainstream Media Campaigns	AARTO Educated & Informed Road User
2.	ADJUDICATION & AARTO SUPPORT	Efficient & Fair Adjudication processes	Improved & Efficient AARTO system & Processes	% of received representations adjudicated within 21 days from date of receipt	Existence Seamless, Efficient, and real-time AARTO systems
3.	AARTO INFORMATION & ANALYTICS	RTIA IT Business Enablement Reliable Road User Research & Analytics	ICT Strategy Implemented Scientific Research Reports Produced	% ICT Strategy initiatives identified for Implementation in year 1 Number of Research Study Reports Produced	Improved organisational IT and business efficiencies Improved governance & internal controls
4.	GOVERNANCE & SUSTAINABILITY	Clean Governance Improved governance & strengthened control	Clean Audit Opinion Adequacy of Responses to Parliamentary Questions Resolution of reported incidents of corruption The functionality of Social & Ethics Structures Elimination of Wasteful & Fruitless Expenditure	% Implementation of Audit Action Plan AG Audit Opinion % Responses to Parliamentary questions within the stipulated timeframes % Resolution of reported incidents of corruption within 180 days Social and Ethics committee structures operationalized, Champions appointed and Trained % Reduction of cases of wasteful & fruitless expenditure	Informed scientific policy decision making Prudent financial management and improved RTIA reputation and internal control environment

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No.	Programme	Outcome	Output	Indicators	Impact
		Compliance to 30-day payment requirement	Reduction of irregular expenditure Payment of suppliers	Instances of irregular expenditure identified Payment & Suppliers Turn Around Time Compliance	

Table 2: RTIA Theory of Change

13. LOGICAL FRAMEWORK

No.	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	RISK FACTORS
1.	AARTO Education and Awareness Campaigns	Education and Awareness Social Media Campaigns Deployed	100 AARTO Campaigns	Social Media Platforms' Monthly and Quarterly Performance Reports	The majority of Road Users Have Access to social media	Communication reach and brand reputation
		No of AARTO Education and Awareness Mainstream Media Campaigns Deployed	24 AARTO Campaigns	Back to office reports with registers/Webinar recordings/an approved signed-off implemented campaign schedules/online and Hardcopy News Papers/TV/Magazines/Radio Soundbites and Bulletins/Electronic/Static Billboards and Media Monitoring Reports	Mainstream media and public/community is a common public communication platform	Communication reach and Brand reputation
2.	Improved & Efficient AARTO system & Processes	% Representations adjudicated within 321 days	100% of Representations adjudicated within 21 days	NCR report	It is assumed that RTIA will have the capacity to adjudicate received representations within 21 days	Limited Control and influence resulting from External dependency
3.	ICT Strategy Implemented	% ICT Strategy Initiatives Implemented	50% ICT Strategy Initiatives Identified for year 1 Implemented	Approved ICT implementation report	Approved ICT strategy is in existence	1. Ineffective ICT enablement 2. Over-reliance on RTMC NaTIS (NCR) 3. Exposure to cyber-attacks and data breaches
4.	Research Study Reports	Number of Research study reports produced	4 Research Study Reports Produced	Approved Study reports on AARTO Pilot Study, AARTO Socio-Economic Impact Study Assessment, and	The implication of AARTO has a degree of socio-	Possible lack of cooperation from identified IA's

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No.	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	RISK FACTORS
5.	Unqualified Audit Opinion	% Implementation of Audit Action Plan	100% implementation of an audit action plan based on 2021/22 AGSA report Clean Audit	PDS & Rehab. And Actuarial study on AARTO fees Audit Findings Dashboard and Internal Audit Follow-up Report/s (only during Quarter 4) AGSA Audit opinion Official Parliamentary question and answer to each question.	economic impact on society The RTIA to adhere and monitor the audit action plan	Subjectivity in the definition of a clean audit
6.	Adequacy of responses to Parliamentary Questions	% Responses to Parliamentary questions within the stipulated timeframes	100% responses to parliamentary questions		Parliament frequently asks the DoT questions on the running and compliance of the Agency to prescripts. The Agency is obligated to respond to all questions by Parliament	Irregularities in compliance and reporting processes
7.	Resolution of reported incidents of corruption	% Resolution of reported incidents of corruption	95% Resolution of reported incidents of Corruption within 180 days	Registrar signed off Bi-Annual Reports on steps taken to ensure resolution of reported incidents of corruption	The nature of the traffic management business has historically been dominated by reports of bribery and corruption	Irregularities in compliance and reporting processes
8.	The functionality of social and ethics structures and adequate capacity	The social and Ethics committee established and operationalized	12 Social & Ethics Champions appointed and trained.	Registrar's Signed off Letter of Appointment and minutes of Committee and training reports	The RTIA has sufficient skilled human resources that can establish and maintain ethics committee meetings. This is premised on the increased importance of integrity in government institutions	Inability to infuse the culture of morality and ethics

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No.	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	RISK FACTORS
9.	Reduced instances of wasteful and fruitless expenditure	No instances of wasteful & fruitless expenditure identified	Zero instances of Wasteful and Fruitless Expenditure identified in the year under review (Exemptions made for previous years)	Financial & Expenditure Accounts and Internal Audit Reports (where applicable)	The RTIA has in recent years recorded fruitless wasteful and expenditure	Negative outcome
10.	Reduced instances of irregular expenditure	No instances of irregular expenditure identified	Zero instances of irregular expenditure were identified in the year under review. (Exemptions made for previous years)	Financial & Expenditure Accounts, Internal Audit Reports, and SCM monthly reports	The RTIA has in the current financial identified irregular expenditure as per findings of the AG in the previous financial year	Negative audit outcome
11.	30 days Payment turnaround time of suppliers with valid invoices	Number of days to Supplier Payment Turn Around Time	30 Days	Financial Reports	Approved Budget and procurement Plan	Non-Compliance

Table 3: Logical Framework

14. PART C: MEASURING RTIA PERFORMANCE

14.1 Institutional Programme Performance Information

14.1.1 Impact Statement

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

14.1.2 Programme 1: AARTO Administration & Education

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

Strategic Goal 1: Enable a culture of AARTO compliance through efficient AARTO administration and targeted awareness campaigns

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2020/21	2021/22	2022/23	2023/24
	Cultivate good road user behavior through educational programs	Increased AARTO Education and Awareness Campaigns	No of AARTO Education and Awareness Social Media Campaigns Deployed	36 Campaigns	36 AARTO Education and Awareness Social Media Campaigns	100 AARTO Education and Awareness Social Media Campaigns	120 AARTO Education and Awareness Social Media Campaigns
			No of AARTO Education and Awareness Mainstream Media Campaigns Deployed	360 Campaigns	24 AARTO Education and Awareness Mainstream Media Campaigns	24 AARTO Education and Awareness Mainstream Media Campaigns	25 AARTO Education and Awareness Mainstream Media Campaigns

Table 4 KPIs Programme 1 AARTO Administration and Education

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14.1.3 Programme 2: Adjudication & AARTO Support

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

Strategic Goal 2: Voluntary compliance with road traffic laws				
No	Outcome	Outputs	Output Indicators	MTEF Targets
	Efficient and Fair Adjudication Processes	Improved & Efficient AARTO system & Processes	% Representations adjudicated within 21 days from date of receipt	2020/21 100% of representations adjudicated within 21 days from date of receipt 2021/22 N/A 2022/23 100% adjudicated within 21 days 2023/24 100% adjudicated within 21

Table 5: KPI Programme 2 - Adjudication and AARTO Support

14.1.4 Programme 3: AARTO Information & Analytics

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

Strategic Goal 3: Build, implement and maintain a digital platform to enable intelligent & smart RTIA operations				
No.	Outcome	Outputs	Output Indicators	MTEF Targets
	RTIA IT Business Enablement	ICT Strategy Implemented	% ICT Strategy Initiatives Implemented	2020/21 New 2021/22 Development of the RTIA ICT Strategy 2022/23 50% Implementation of ICT Strategy initiatives identified for year 1 2023/24 100% Implementation of ICT Strategy Initiatives for the reporting period
	Reliable Road User Research & Analytics	Research Study Papers Produced	Number of Research Study Papers Produced	New 4 Papers produced 4 Papers produced

Table 6: KPs Programme 3 – AARTO Information and Analytics

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14.1.5 Programme 4: Governance & Sustainability

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

Strategic Goal 4: Ensure effective and efficient enterprise, risk, and compliance management

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
				2020/21	2021/22	2022/23	2023/24
6	Clean governance	Clean Audit Opinion	% Implementation of Audit Action Plan	New	% Decrease in number of negative findings	100% implementation of an audit action plan based on 2021/22 AGSA report	100% implementation of an audit action plan based on 2021/22 AGSA report
7	Improved governance and strengthened control environment	Adequate & timely responses to Parliamentary Questions	% Responses to Parliamentary questions within the stipulated timeframes	New	2 reports on responses to Parliamentary questions within stipulated timeframes	Clean Audit 100%	Clean Audit 100%
8	Compliance to 30-day payment requirement	Resolution of reported incidents of corruption	% Resolution of reported incidents of corruption	New	95% resolution of reported incidents of corruption within the stipulated timelines	95% resolution of reported incidents of corruption within 180 days	95% resolution of reported incidents of corruption within 180 days
9		Functional social ethics structures and ethics	Number of S&E Champions appointed and trained	New	2 Reports on Social and Ethics Committees established and operationalised	12 Social & Ethics Champions Appointed and Trained	Ethics principles operationalized within the RTIA

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No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance			MTEF Targets	
				2020/21	2021/22	2022/23	2023/24	
10		adequate capacitated Zero wasteful and fruitless expenditure identified	Instances of wasteful & fruitless expenditure	New	% reduction of Wasteful and Fruitless Expenditure	Zero instances of Wasteful and Fruitless Expenditure incurred	Zero instances of Wasteful and Fruitless Expenditure incurred	
11		Zero irregular expenditure identified	Instances of irregular expenditure identified	New	% reduction of irregular expenditure	Zero instances of irregular expenditure	Zero instances of irregular expenditure	
12		Suppliers paid within 30 days	Payment & Suppliers Turn Around Time Compliance	New	100% Compliance to 30-day payment requirement for valid invoices	30 Days	30 Days	

Table 7: KPIs Programme 4 - Governance and Sustainability

15. Annual Quarterly Performance Targets

15.1 Programme 1: AARTO Administration & Education

No	Output Indicators	Reporting Period	Annual Target 2022/23	Quarterly Targets			
1.1	Number of AARTO Education and Awareness Social Media Campaigns Deployed	Quarterly	100 AARTO Campaigns	1st 25 AARTO Campaigns	2nd 20 AARTO Campaigns	3rd 35 AARTO Campaigns	4th 20 AARTO Campaigns
1.2	Number of AARTO Education and Awareness Mainstream Media Campaigns Deployed	Quarterly	24 AARTO Campaigns	06 AARTO Campaigns	06 AARTO Campaigns	08 AARTO Campaigns	04 AARTO Campaigns

Table 8: Programme 1 - Annual Performance Target

15.2 Programme 2: Adjudication & AARTO Support

No	Output Indicators	Reporting Period	Annual Target 2022/23	Quarterly Targets			
2.1	% Of representations adjudicated within 21 days of date of receipt	Quarterly	100% of representations adjudicated within 21 days of date of receipt	1st 100%	2nd 100%	3rd 100%	4th 100%

Table 9: Programme 2 Annual Performance Target

15.3 Programme 3: AARTO Information & Analytics

No	Output Indicators	Reporting Period	Annual Target 2022/23	Quarterly Targets			
				1st	2nd	3rd	4th
3.1	ICT Strategy Developed	Quarterly	50% of ICT Strategy Initiatives identified for year 1 implemented	-	ICT Implementation Plan Produced	-	50% of ICT Strategy Initiatives identified for Implementation in year 1
3.2	Number of Research study Papers Produced	Bi-Annually	4 Research Papers produced	-	Progress Report.	-	4 Research Papers Produced

Table 10: Programme 3 Annual Performance Target

15.4 Programme 4: Governance & Sustainability

No	Output Indicators	Reporting Period	Annual Target 2022/23	Quarterly Targets			
				1st	2nd	3rd	4th
4.1	% Implementation of Audit Action Plan	Quarterly	100% implementation of an audit action plan based on 2021/22 AGSA report Clean Audit	Progress Report on Audit Action Plan based on 2020/2021 findings implemented	-	Approved Audit Action Plan based on 2021/22 audit findings	Progress Report on Audit Action Plan for 2021/22 Findings implemented
4.2	% Responses to Parliamentary questions within stipulated timelines	Bi-Annually	100% responses to parliamentary questions	-	100% responses to parliamentary questions	Clean Audit	Clean Audit
4.3	% Resolution of reported incidents of corruption	Bi-Annually	95% Resolution of reported incidents of	-	95% Resolution of reported incidents of Corruption within	-	100% responses to parliamentary questions 95% Resolution of reported incidents of Corruption within

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No	Output Indicators	Reporting Period	Annual Target 2022/23	Quarterly Targets		
				1 st	2 nd	3 rd
4.4	The social and Ethics committee established and operationalized	Quarterly	Corruption within 180 days 12 Social & Ethics Champions appointed and trained.	12 Social & Ethics Champions appointed & establishment of operational Social & Ethics Committee	12 Social & Ethics champions trained	180 days
4.5	Reduction of Wasteful and Fruitless Expenditure	Bi-Annual	Zero instances Wasteful and Fruitless Expenditure incurred for the reporting period		Zero wasteful & fruitless expenditure incurred	Zero wasteful & fruitless expenditure incurred
4.6	Reduction of Irregular Expenditure	Bi-Annual	Zero instances of irregular expenditure identified for the reporting period		Zero irregular expenditure incurred	Zero irregular expenditure incurred
4.7	Compliance to Supplier Payment Turn Around Time	Quarterly	30 Days payment turnaround time	30 Days	30 Days	30 Days

Table 11: Programme 4 Annual Performance Targets

16. Programme Resource Allocations

Figures in R'000	Audited					Current Year		Medium Term Estimates	
	2018/17	2017/16	2016/15	2015/14	2014/13	2021/22	2022/23	2023/24	2024/25
Government grant	10 092,00	17 686,00	11 722,00	7 770,00	8 193,00	8 648,00	9 076,00	9 468,00	10 202,29
Earmarked Funding (Ring-fenced)									
Infringement fees	140 906,00	166 036,00	160 060,00	270 867,00	260 251,47	215 754,00	165 187,00	143 529,00	
Adjusted Budget/Relief Funding					80 021,00	294 186,00	312 031,00	326 072,00	350 598,03
Interest received	9 930,00	8 656,00	6 600,00	1 050,00	2 557,164				
Total income	151,00	10,00	374,00	401,00	303,37				
Other income									
Impairment loss on assets									
Depreciation and amortization on assets	4 170,00	3 372,00	3 309,00	3 567,00	4 893,413	3 932,00	4 168,00	4 418,08	4 683,16
Employment costs	76 703,00	82 215,00	51 797,00	126 636,03	85 261,60	175 112,00	189 022,00	197 527,99	209 379,67
Other operating expenses	62 790,00	125 157,00	103 664,00	125 009,00	49 287 734,00	301 224,00	255 354,00	235 595,73	101 057,57
Repairs and maintenance	353,00	295,00	79,00	405,00	766,584				
Rental Mobile Buses	958,00	11 665,00	10 401,00	13 632,00	5 603,349	34 320,00	37 752,00	41 527,20	45 679,92
Total expenses	16 105,00	30 800,00	20 404,00	11 153,854	205 513,448		0,00	0,00	0,00
(Deficit) / Surplus	683,00	1 785,00	1 408,00	8 900,00	10 187 999	10 953,00	20 988,00	23 509,51	24 920,08

Table 12: Programme Resource Allocations

Figures in R'000	Budget					Budget		Budget	
	2020/21	2021/22	2022/23	2023/24	2024/25	2023/24	2024/25	2023/24	2024/25
Programmes/Strategic Objectives									
Admin & Sustainability	109 053,00	120 876,00	127 413,00	133 147,00	141 135,82				
AARTO Admin & Education	55 241,00	53 254,00	56 449,00	58 989,00	62 528,34				
Adjudication & Support	123 861,00	131 293,00	139 170,00	116 324,00	123 303,44				
Information Analytics	6 500,00	8 176,00	8 544,00	6 928,48	9 464,19				
AARTO Rollout Programmes	21 553,00	204 989,00	154 720,00	161 682,40	24 368,53				
Total	316 218,00	518 588,00	485 256,00	479 070,88	350 800,32				

Table 13: Budget Allocation for Programmes as per ENE

17. Updated Key Risks and Mitigation

Outcome	Key risks	Mitigation
Improve RTIA accessibility and voluntary compliance	Failure to influence change in road user behavior	1. Proactive planned communication across all mediums 2. Memorandum of understanding with GCIS 3. Collaborating with provincial partners
	NaTIS downtime	1. Spring framework 2. System support deployed nationally 3. Escalation mechanism
	Ineffective project governance and management	1. ANSC 2. PMBOK framework 3. DoT Oversight Committee 4. Technical Committee 5. Subject matter experts 6. Revision of the PMO Structure
The efficient and fair adjudication process	Illegal utilisation of AARTO fees by municipalities	1. Bank and Retailers collecting 2. Email letters to Collecting agents for the transfer of AARTO revenue into AARTO Bank accounts 3. Impairment provision 4. SLAs with some municipalities 5. Awareness campaigns (SMS) 6. AARTO APP and AARTO website
	AARTO might be confirmed to be unconstitutional and invalid	1. Appealing the high court judgement 2. Legislative review
Improved governance and strengthen the internal control environment	Irregularities in compliance and reporting processes	1. System integration between HR, Finance, and SCM 2. Capacitation of Finance and SCM units 3. Inclusion of procurement and compliance deliverables in EXCO members and managers' score cards 4. Implementation of organisational structure 5. Training of employees on SCM

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Outcome	Key risks	Mitigation
	Inability to infuse the culture of morality and ethics	<ol style="list-style-type: none"> 1. Approval of social, ethics, and transformation strategy 2. Approval of the code of conduct 3. Appointment and training of ethics champions 4. Establishment of ethics sub-committee at the ANSC level
	Inability to sustain the RTIA operations	<ol style="list-style-type: none"> 1. Scaling down on some operations 2. Alternative Funding streams
RTIA IT Business Enablement	Ineffective ICT enablement	<ol style="list-style-type: none"> 1. Approved operational plan for IT 2. IT staff members playing different roles
	Over-reliance on RTMC NaTIS (NCR)	<ol style="list-style-type: none"> 1. DoT Oversight Committee and engagement between Accounting Officers and executives of RTIA & RTMC 2. MoU with RTMC 3. Business requirements and application of UAT on new transactions
	Exposure to cyber-attacks and data breaches	<ol style="list-style-type: none"> 1. Application of adequate security standards (Firewalls, anti-virus, SW updates, physical security, and access control procedures) 2. Audit trail 3. Servers are clustered for redundancy 4. Daily, weekly, and monthly back-ups of data 5. Offsite storage of backed-up data

Table 14: Risk and Mitigation

18. Programme 1: AARTO Administration & Education

Strategic Goal 1: Enable a culture of AARTO compliance through efficient AARTO administration and targeted awareness campaigns

Indicator Ref #	IND-1.1
Indicator Title	Number of AARTO Education and Awareness Social Media Campaigns Deployed
Definition	100 Education and Awareness Campaigns/ themes deployed per quarter on social media platforms. A campaign is defined by the number of social media engagements/posts/ activities designed to communicate one message. A campaign can be repeated in a different quarter. A campaign should have a minimum of eight (8) posts.
Source of Data	Social Media Platform
Method of Calculation	Cumulative
Means of Verification	Social Media Platforms' Monthly and Quarterly Performance Reports
Assumption	The majority of Road Users Have Access to social media
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Higher than targeted social media campaigns are desired to increase education and awareness of the road user population.
Indicator Responsibility	DR: SDME

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Indicator Ref #	TID-1.2
Indicator Title	Number of AARTO Education and Awareness Mainstream media and public/community Campaigns
Definition	Twenty-four (24) AARTO Education and Awareness Mainstream media and public/community campaigns conducted through face-to-face or online or print media platforms or radio stations (commercial/national / community) or electronic or static billboards to heighten AARTO awareness. Depending on the level of importance, a campaign can be repeated in a different quarter.
Source of Data	Monthly and Quarterly Communication Unit Report
Method of Calculation or Assessment	Cumulative
Means of Verification	Back to office reports with registers/Webinar recordings/an approved signed-off implemented campaign schedules/online and Hardcopy News Papers/TV/Magazines/Radio Soundbites and Bulletins/Electronic/Static Billboards and Media Monitoring Reports
Assumptions	Mainstream media and public/community is a common public communication platform
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Higher than targeted mainstream media campaigns are desired to increase education & awareness in the general road user population.
Indicator Responsibility	DR: SDM&E

19. Programme 2: Adjudication & AARTO Support

Strategic Goal 2: Voluntary compliance with road traffic laws

Indicator Ref #	TID-2.1
Indicator Title	% Of received representations adjudicated within 21 days of the date of receipt
Definition	The indicator measures the percentage of representations adjudicated that fall within the window period from the received date.
Source of Data	NCR report obtained directly from the RTMC.
Method of Calculation	100% of representations received between 1 April 2022 to 31 March 2023 should be finalised within 21 days from the date of receipt, despite whether representations are successful or not. 21 Days calculated per calendar day. This formula applies despite the reporting period. Monthly, quarterly and Annual reports will outline, <ul style="list-style-type: none"> <input type="checkbox"/> Received in the reporting period <input type="checkbox"/> Carried forward from the previous period <input type="checkbox"/> Finalised in the reporting period; and <input type="checkbox"/> Remaining pending in the reporting period
Means of Verification	NCR report
Assumption	It is assumed that RTIA will make provision for additional and ad-hoc capacity to adjudicate received representations within 21 days
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	100% adjudicated in less than 21 days from date of receipt
Indicator Responsibility	Deputy Registrar: TIM

20. Programme 3: AARTO Information & Analytics

Strategic Goal 3: Build, implement and maintain digital platform to enable intelligent & smart RTIA operations

20.1 : ICT Strategy Initiatives Implemented

Indicator Ref #	TID-3.1
Indicator Title	ICT Strategy Implemented
Definition	Implementation of initiatives in the approved ICT Strategy with 50% initiatives identified for year 1 achieved by end of the financial year
Source of Data	Approved ICT Strategic Plan of 2022
Method of Calculation or Assessment	Quantitative
Means of Verification	Approved ICT implementation report with 50% initiatives identified for Year 1
Assumptions	Approved ICT strategy is in existence
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	100% implementation of the ICT Strategy, business automation, integration, and document management.
Indicator Responsibility	DR: TIM

Indicator Ref #	TID-3.3
Indicator Title	Research Reports Produced
Definition	4 Approved Research Study Papers produced on the following issues impacting on implementation of the AARTO Act, including: - AARTO Pilot Report: 2010/2021 - AARTO Socio-Economic Impact Assessment - PDS & Rehabilitation; and - Actuarial Study on AARTO Fees, levies & RTIA funding Model
Source of Data	Data Collection Report & Literature Review Documented
Method of Calculation or Assessment	Qualitative
Means of Verification	4 Approved Research Papers produced
Assumptions	N/A

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Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired Performance	4 Research papers on traffic management produced
Indicator Responsibility	DR: SDME

21. Programme 4: Governance & Sustainability

Strategic Goal 4: Ensure effective and efficient enterprise management, governance, risk, and compliance

Indicator Ref #	TID-4.1
Indicator Title	Implementation of Audit Action
Definition	Reduction of negative audit findings with a clean audit obtained from the AG
Source of Data	Auditor-General Management Report and Audit Report
Method of Calculation	Qualitative
Means of Verification	AG Audit Findings Dashboard and Internal Audit Follow-up Report/s
Assumption	The RTIA to adhere and monitor the audit action plan
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	100% Implementation of AAP & obtaining a Clean Audit Opinion
Indicator Responsibility	CFO

Indicator Ref #	TID-4.2
Indicator Title	% Responses to Parliamentary Questions within the Stipulated Timeframes
Definition	The ability of the RTIA to formally respond to official parliamentary questions within the time stipulated in each question

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Source of Data	RTIA Parliamentary Question Register
Method of Calculation	Quantitative
Means of Verification	Official Parliamentary question and answer to each question.
Assumptions	Parliament frequently asks the DoT questions on the running and compliance of the Agency to prescripts. The Agency is obligated to respond to all questions by Parliament
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Biannually
Desired Performance	100% of questions asked in Parliament should be responded to within the stipulated time
Indicator Responsibility	DR: SDME

Indicator or Ref #	TID-4.3
Indicator Title	% Resolution of Reported Cases of Corruption
Definition	The cases of corruption differ in complexity and require different competencies, which may not always be within the control of the Agency. The agency is required to report on a Bi-annual basis on the status of each case of corruption in line with the RTIA Fraud Prevention Policy within 180 days.
Source of Data	Whistle-blower Report, RTIA Fraud & Corruption Case Register
Method of Calculation	Quantitative
Means of Verification	Registrar signed off Bi-Annual Reports on steps taken to ensure resolution of reported incidents of corruption within 180 days. This only applies to all internal matters and only in those instances where the RTIA has control. All matters dealt with outside the control of the Agency are not part of the measurement of the APP target.
Assumptions	The nature of the traffic management business has historically been dominated by reports in instances of bribery and corruption
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Biannually
Desired Performance	95% resolution of reported incidents of corruption within 180 days
Indicator Responsibility	Executive Legal & Executive Corporate Services

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Indicator Ref #	TID-4.4
Indicator Title	Social & Ethics Committees Established and Operationalised
Definition	The RTIA to establish and operationalise internal Committees that focus on ethics through the appointment and training of Social & Ethics Champions
Source of Data	Social & Ethics Champions Appointment Letters and Committee Reports
Method of Calculation	Quantitative
Means of Verification	Registrar's Signed off Letter of Appointment and minutes of Committee reports, Quarterly training reports & correspondence
Assumptions	The RTIA has sufficient skilled human resources that can establish and maintain ethics committee meetings. The RTIA workplace skills plan and budget makes sufficient provision.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Biannually
Desired Performance	RTIA to submit two reports on the establishment and operationalization of Social & Ethics committees, appointment & training of Social & ethics Champions.
Indicator Responsibility	Executive: Legal & Compliance

Indicator Ref #	TID-4.5
Indicator Title	Reduction of Wasteful and Fruitless Expenditure
Definition	An entity to put internal control measures in place to maintain 0% wasteful and Fruitless expenditure. This provision only applies to new contracts and exclude irregular expenditure incurred from previous financial years.
Source of Data	RTIA Internal Audit Reports and Financial accounts
Method of Calculation	Quantitative
Means of Verification	Financial Reports and Internal Audit Reports (where applicable)
Assumptions	The RTIA has recorded fruitless and wasteful expenditure in the previous audit cycle
Disaggregation of Beneficiaries (where applicable)	N/A

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Spatial Transformation (where applicable)	N/A
Reporting Cycle	Bi annual
Desired Performance	RTIA to submit two reports on steps adopted by the Agency to maintain zero instances of fruitless and wasteful expenditure
Indicator Responsibility	CFO

Indicator Ref #	TID-4.6
Indicator Title	Reduction of incidents of Irregular Expenditure
Definition	The entity to put internal control measures in place to reduce irregular expenditure by 100% during the year under review. This provision only applies to new contracts and exclude irregular expenditure incurred from previous financial years.
Source of Data	Internal audit reports, monthly RTIA Financial Reports, and SCM Reports
Method of Calculation	Quantitative
Means of Verification	Financial & Expenditure Accounts, Internal Audit Reports, and SCM monthly reports
Assumptions	The RTIA has in the current financial identified prospects of irregular expenditure as per findings of the AG in the previous financial year
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Biannually
Desired Performance	RTIA to submit 2 reports on steps adopted by the Agency to reduce irregular expenditure

Indicator Ref #	TID-4.7
Indicator Title	Payment to supplier turnaround time
Definition	The measure of supplier payment turnaround times within 30 days
Source of Data	Internal payment system and valid invoices
Method of Calculation or Assessment	Quantitative
Means of Verification	Finance Report
Assumptions	There will be an approved budget & procurement plan

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Disaggregation of Beneficiaries (where applicable)	At least 80% of business to be directed to BBBEE
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Valid invoices paid within 30 days with no invoice paid after 30 calendar days
Indicator Responsibility	CFO