



ANNUAL PERFORMANCE PLAN 2023-2024

31 January 2023

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
SMS	Short Messaging Services
SWOT	Strengths, Weaknesses, Opportunities and Threats
TID	Technical Indicator Descriptor
UN	United Nations
VFMNS	Vehicle Fleet Management Notification System

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Executive Authority Statement



The RTIA was established through its founding legislation, the Administrative Adjudication of Road Traffic Offences (AARTO) Act, 1998 (Act No. 46 of 1998). The 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 development of this Annual Performance Plan (APP) sought to advance priorities outlined in the RTIA's 5-year Strategy focusing on enhancing

AARTO community education, awareness programs, fair and lawful administrative adjudication, research and development as well as digitising the Agency's service offerings.

Although the pending Constitutional Court case created some impediments in the implementation of some of the targets in the medium term framework period, we acknowledge guidance and counsel of the RTIA Board to ensure that the Agency brings out the targets that responds adequately towards implementing the mandate of the Agency and to maintain alignment to the Department of Transport strategic priorities, the national development plan goals as well as incorporating the seven apex priorities into this APP.

The Department of Transport will continue to provide support to the Agency to implement its targets and ensure that any matters impacting on policy and legislation are given priority in order to allow for a seamless AARTO National Rollout.

I hereby wish to reaffirm my confidence in the Accounting Authority, the Senior Management team and Staff of the RTIA. I further commit to provide the requisite support and guidance for the successful implementation of this APP.


Ms S Chikunga, MP
Minister of Transport
Date:

Accounting Authority Statement

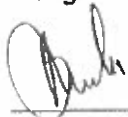
The AARTO Act establishes the RTIA as an independent adjudicator designed to provide for an administratively fair and just system for road traffic law infringements whilst upholding the rights of the alleged infringer. The RTIA's responsibilities as enshrined in the founding legislation includes the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

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

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

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

We congratulate the Honourable Minister, Ms Sindisiwe Chikunga for her appointment as Minister of Transport and further extend our congratulations to the Honourable Deputy Minister, Mr Lisa Mangcu for his appointment as the Deputy Minister of Transport.



Ms B Zulu
RTIA: Chairperson
Date: 17/03/2023

A. Official Sign-Off

Name	Title	Signature	Date
Mr Jacob Mmekoa	Head: Strategy & Development		17/03/2023
Adv. Mncedisi Bilikwana	Executive: Governance and Legal		17/03/2023
Mr. Caiphus Matjie	Acting Chief Financial Officer		17/03/2023
Mr. Matsemela Moloi	Registrar/Chief Executive Officer		17/03/2023
Ms. Bongekile Zulu	Chairperson: RTIA Board		17/03/2023
Ms. S Chikunga, MP	Minister of Transport		2023/03/29

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.

Legislative and policy mandates

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

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

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

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

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

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

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

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

The National Road Traffic Act, 93 of 1996

National Land Transport Act, 5 of 2009

Cross Border Road Transport Act, 4 of 1998

Border Management Authority Act, 2 of 2020

Broad Based Black Economic Empowerment Act, 53 of 2003

Employment Equity Act, 55 of 1998

Preferential Procurement Policy Framework Act, 5 of 2000

Protection of Personal Information Act, 4 of 2013

Electronic Communications and Transactions Act, 25 of 2000

3. RTIA POLICIES AND STRATEGIES

<ul style="list-style-type: none">• Final Revised Medium Term Strategic Framework 2019 - 2024
<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

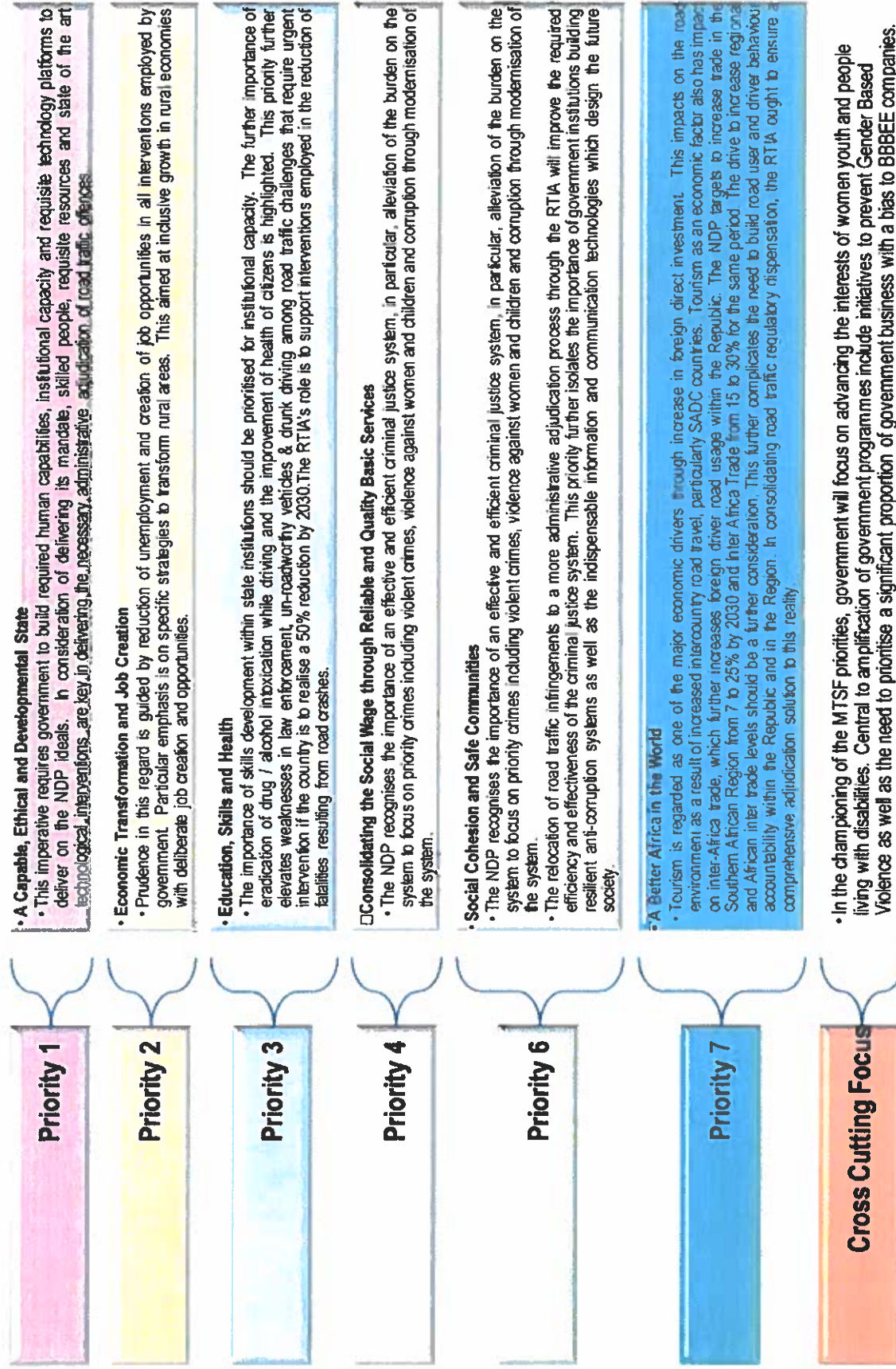


Figure 1: MTSF Priorities

Other Policies with a Bearing on the AARTO Value Chain

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

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

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

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.	Parties in the process of exchange of legal papers and service of court documents. RTMC accepted by the Court to join proceedings.	RTIA in the process to challenge the judgement in the Constitutional Court.
Fines 4 U & Another	Applicant sought 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.
	Agency and Tshwane Metropolitan Municipality (joined as the second respondent in the matter) to issue him with his		and the matter was accordingly removed from the roll of the court.

Name of Litigant	Nature of the litigation	Current status	Management Actions
Howard Demborvsky vs Department of Transport and Others	<p>driving licence and licence disc in respect of various vehicles under the circumstances where the Applicant has been served with an enforcement order.</p> <p>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.</p>	RTIA in the process of consulting its attorney on the process of recovery of a cost award. The current deceased estate reported not have any assets.	Application dismissed with costs.

Table 1: Relevant Court Rulings

5. PART B: SITUATIONAL ANALYSIS

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 current 5 - year cycle is the National AARTO implementation with Points Demerit System and Driver Rehabilitation Programme, however immediate operational dynamics, including the pending Constitutional Court matter, dictates for urgent reprioritization and for the Agency to strive for the enhancement of the AARTO value chain.

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 weaknesses are 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.

Demand for services

AARTO Act was assented during 1998 and proclaimed only for Johannesburg and Tshwane Metros. AARTO services are available in all RA's (Registering Authorities) as well as in the 42 AARTO service outlets throughout the country. These services are offered against 44 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 despite the availability of these services at some of the identified Driver Learner Testing Stations and Registering Authorities in the respective provinces. This observation demands a continued spread of additional service points by the RTIA owing to 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.

Organisational Challenges

AGSA presented the Agency with a 2nd qualified audit opinion for the year 2021/22 raising concerns on the completeness of irregular expenditure as well as issues relating to opening and closing balances from prior years. The Audit Report recognised the improvement in the financial affairs, governance and internal controls of the Agency. The audit further recognises improvements in the supply chain management, contract management and performance information.

The Agency's strategic direction has been hampered by Gauteng North High Court Judgement against the constitutionality of its legislation resulting in delays in the national roll out. Based on advice from good authority, the Agency has positive prospects to prevail in the matter.

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.

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 first 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.

Geo-Political factors everywhere, continue to impact on the operating business environment including the Russia/Ukraine conflict, slowdown in China's growth and inflation concerns in the USA as well as militia insurgents in the northern parts of Mozambique continue to remain critical considerations during business planning. Implications of COVID 19 pandemic and its resulting economic slump adversely continue to impact on motorist's ability to participate in the domestic economy, in particular, honouring payment traffic fines.

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. Lower infringement penalties
Road Users, Citizens	Accountability for road traffic infringements and consequences.	RTIA transparency, accessibility and road user safety education. Agency to influence road safety trajectory
IA, DLTC, RA Local government/Province	Fairness and transparency in adjudication and administration of AARTO so that people can trust the intention and spirit of the AARTO Act	Build trust through facilitation to foster compliance with traffic laws. Improved AARTO legislative regime for improved driver accountability. Improved collaboration with the Agency.
SAPO	Link RTIA, business and public with each other on their established infrastructure. Influence on operations	Prompt and structured information supply and value chain.
Financial institutions/ Bank payment platforms	Revenue as well as accessibility of payment platforms	Provide quality financial payment platforms to cater to online/real time financial systems.
Political groups	Information sharing, workshops, seminars that report on and assess the implementation of road and economic policies	Improved institutional accountability. Promoting a shared vision of South Africa's development strategy. Social dialogue on broad policy framework. Securing the commitment and active participation of all role players on traffic and transport environment.
Shareholder & DOT	Enable accurate implementation, oversight	Delivery of RTIA legislative mandate. Implement national roll-out of AARTO and strategic direction. Periodic reporting and accountability. 100% Performance Predetermined Outcomes. Submission of proposed legislative changes. Deliver on NDP ideals. Public consultation
Parliament	Legislation and oversight	Collaboration, education and accessibility
Public Transport Associations	Influence on operators	
MUARC- Monash University Accident Research Centre and Academic institutions	Benchmark and policy influences	Research, Advice and Support
RTMC	Influence on enforcement standards and NCR	Business & system requirements; Support Road Safety Strategy;
SANRAL	Influence on the integrity of operations	Compliance and Collaboration
MINMEC	Influence on implementation	Support endorsement and collaboration
NPA/Justice	Prosecutions and rehabilitation	Collaboration and training
Other Government Entities	Operations	Collaboration
Fleet Management Companies	Operations	Collaboration and Training
NICRO and other Rehabilitation Institutions	Rehabilitation and Implementation	Collaboration
Civil Society	Civil Rights protection	Accountability, Ethical Behaviour and Compliance

Figure 2: Stakeholder Analysis

6.3 PESTEL Analysis

6.3.1 Political Factors

Political instability brought about by society's dissatisfaction with alleged ruling party's inability to deliver on basic services, supply of reliable source of energy and water, alleviation of poverty and perceived inability to create jobs amongst the few expectations. 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 is the intermittent political changes in municipal administration of various localities.

The recent legislative IEC Bill on the introduction of individual political contenders for office presents a new political factor to be considered during planning. 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 the new policies, though this is foreseeing to change in the near future given that some trade unions want to be stand-alone political contenders.

The implementation of AARTO has implication on retention of jobs for driving employees if in violation of the policy. The AARTO policy further enjoys a significant support from the Executive Authority, including MECs responsible for portfolios of Transport and Community Safety in various Provinces. An AARTO socio-economic impact study 2020 sanctioned by SALGA has advanced benefits of the AARTO system 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 SA Stats 2021/22, the South African economy is on the decline largely because of implications of the COVID-19 pandemic, rising unemployment, increased crime rates, and rising inflation having an impact on disposable income as well as a decline in GDP stats. The KZN natural disaster places a further burden on the economic value chain of one of the most economically active seaports.

The SA fiscal outlook remains constrained as revenue and can only recover with virtual economic growth. The Stats SA report further outlines a weak labour market owing to increased job losses and an increase in distressed public cooperation, 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.

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

6.3.3 Social Factors

The effects of COVID-19 has had a direct impact on the unemployment levels, averaging between 61.4% and 41.2% in the two youth categories. The Influx of foreign nationals committing traffic infringements has been perceived as AARTO not having an impact on this segment of driver population. Of particular concern, is the increased crime rates and their impact on the social dynamics in the Republic.

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

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

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 rapid pace. This includes the

advent of driverless vehicles, SMART law enforcement, SMART Regulation, Robotics, machine learning, automation, and big data management & warehouses for back office management. AARTO policy and legislative development ought to be cognisant of all the technological advancements and align its policies and interventions on technological development.

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

6.3.5 Environmental Factors

The reduction and transformation of paper-based business to a more automated operation 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 carbon emissions. Road traffic information has presented an unacceptable number of unlicensed and roadworthy vehicles on SA roads. The above dynamics require drastic business innovation from RTIA.

6.3.6 Legal Factors

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

The recent high court judgement in favour of the applicant against the Minister of Transport and the RTIA is an example of the gravity of the impact resulting from consideration of legal factors in the operating environment. The national roll out 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 on the ruling on the matter in question.

7 Internal Environmental Analysis

8 AARTO Value Chain Analysis

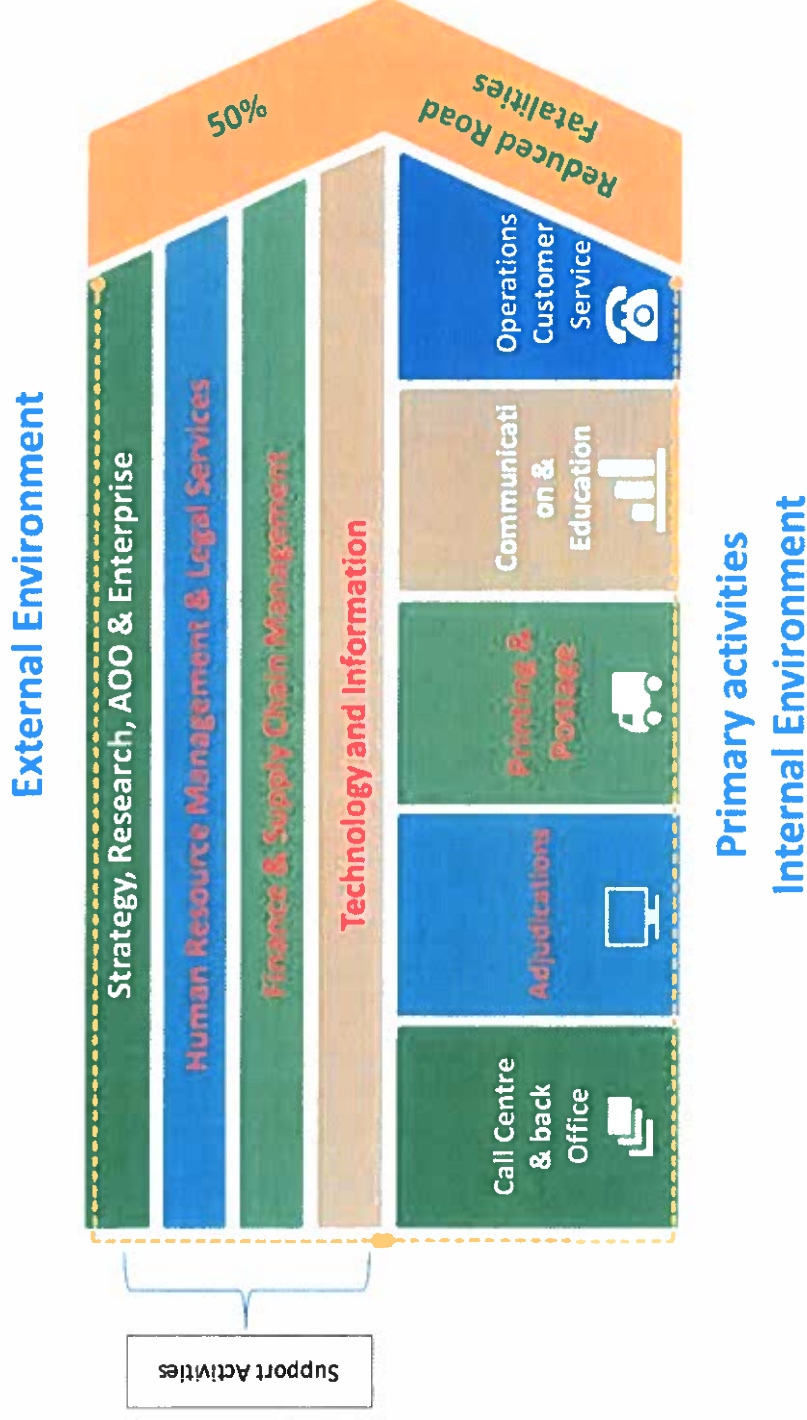


Figure 3: AARTO Value Chain Analysis

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

An analysis of the business support environment revealed that the organization requires internal capacity that would enable it to drive business and discharge its mandate, which now is inadequate. Mission-critical is the IT-enabled business environment. 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 fully realised if the challenges are not addressed. First prize 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.

9 SWOT Analysis: Internal Analysis

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

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Accomplished AARTO expertise; 14 years AARTO data; Internationally Benchmark AARTO principles; Differentiated Service Agent. 	<ul style="list-style-type: none"> Lack of access to real-time NCR data Prolonged organizational re-engineering Fraud & Corruption Limited funding streams Sluggish uptake of ICT innovations Inadequate monitoring and evaluation Financial constraints Fragmented business processes 	<ul style="list-style-type: none"> National AARTO roll out; Marketing of AARTO benefits; Improvement of serving of AARTO documents; Administrative Adjudication of foreign registered drivers & vehicles; Develop alternative funding avenues; Technology Enabled & Streamlined Processes Deployment of AARTO in the African continent; Support IAs in law enforcement and road safety initiatives. Leverage on R&D and data analytics to improve business efficiencies 	<ul style="list-style-type: none"> Delays in the AARTO proclamation Rigid legislative environment; Fraud & Corruption; The distorted public image of AARTO National Contravention Register downtime Constitutional challenges to the AARTO Act Inherent inter-dependencies in the AARTO value chain Inability for critical partners to deliver in an effective and efficient manner as per expectations Cyber security Threats

Figure 4: SWOT Analysis

10 STRATEGIC ANALYSIS AND CHOICE

10.1 Status Quo Analysis

10.1.1 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.

10.1.2 AMIP Implications

During the year 2021/2022, the RTIA had planned to roll out AARTO nationally. This approach was allocated funding of R215 Million ring-fenced. Chief among interventions delivered during the year under review-included deployment of a robust communication plan comprising all media platforms over a period of the financial year. The plan focused mainly on AARTO Education Awareness as well as the distribution of Education & Training material.

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

The SMS project has been earmarked to be utilized to robustly communicate the implications of the high court judgement as well as obligations of motorists and those of

IA's. Central to the intended SMS communication is the need to improve debt collection to amplify the funding of organizational operations.

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

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

10.1.3 Finance & Procurement

In line with the budget review for 2021/2022, all critical budget items that command significant funding have been prioritised and communicated with National Treasury for consideration pending the Constitutional Court Judgement. All critical projects earmarked for implementation will proceed only if the Shareholder and the National Treasury provides concurrence. 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 is at the advanced stage of procuring office accommodation, previously this area had attracted irregular expenditure and adverse findings arising from the non-compliance with *The Occupational Health and Safety Act 85 of 1993*. This project is expected to be finalised in the 2022/2023 financial year, however, there is a possibility that it may be deferred to the budget of 2023/2024 pending the engagement with the National Department of Transport and the Constitutional Court Judgement. The RTIA intends to expand its national footprint in terms of office space accommodation at a provincial and district level.

10.1.4 Operations

In terms of the memorandum of advice, the high court judgement delivered on 13 January 2022 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 judgement will be used to engage in the AARTO Legislative Review which is seen as critical to resolving identified legislative gaps.

10.1.5 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.

10.1.6 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.

11. Scenario, Futures Analysis & Strategic Choice

11.1 Preferred Scenario

Several permutations were considered by the Agency in view of the delays in the AARTO legislation and pending AARTO judgement. The most probable scenario under the circumstances is the anticipated successful Constitutional Court bid ruling in support of the constitutional valid of the AARTO legislation. It is expected for this process to conclude around June 2023.

This development will be succeeded by:

- Urgent review of municipal state of readiness for a full roll out;
- Assessment of IT equipment at IAs;
- Refresher training for law enforcement, back office, SAPS, NPA and DoJ;2
- Readiness assessment and supply of AARTO stationery by GPW;
- Appointment of Appeals Tribunal;
- Proclamation and promulgation of the requisite legislation;
- Piloting of Electronic Service of AARTO documents.

It is envisaged that the national AARTO Roll out is targeted for 01 July 2024 supported by a fully-fledged Appeals Tribunal, with Points Demerit system and Driver Rehabilitation for the most critical road traffic and transport offences and recidivist drivers kicking in on 1st January 2025. By the end of the 2020 – 2025, strategic cycle it is expected that the AARTO implementation will be in full swing should the Constitutional Court Decision be favourable to the Agency and the Department.

11.1.1 Staffing Implications

In the immediate, the Agency may consider capacitating the Representations, Legal, Research, Project, HR, SCM and provincial offices. This with the view to commence with the preparation of re-baselining of the AMIP project and preparing for national rollout in about 20 months given the need to wait for the pending Constitutional Court Judgement.

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.

11.1.2 Core Business

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

11.1.3 Marketing & Communication

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

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

11.1.4 Finance & SCM

The Agency managed to receive approval on its surplus retention in the 2022/2023 period from the prior years and is able to meet its obligation. Among the limitation is the historic inability of the Agency to spend its entire allocated budget. Significant innovations would be put in place to ensure improved service delivery through value driven expenditure of the budget.

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

The procurement and maintenance of office accommodation would come into focus. The current AMIP Budget priorities would have to be revised and aligned with the CC judgement and related dynamics. A revised procurement plan in consultation with the DoT and National Treasury will be produced.

11.1.5 AARTO Readiness Audit

The favourable Constitutional Court would require a revised readiness assessment report before full rollout of AARTO. This assessment would need to be augmented by refresher training of Law enforcement personnel, NPA, engagement with SAPO on their service delivery model to support the national Rollout.

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

11.1.6 Research & Development

It is envisaged that a research agenda report would guide the priorities of the Agency in the year under review. The AARTO philosophy is still in its infant stage and require significant amount of research to build an administrative adjudication system that is responsive to the SA societal challenges.

12. RTIA THEORY OF CHANGE

RTIA THEORY OF CHANGE

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
Approved RTIA Communication Strategy	AARTO Social Media education and awareness campaign messages posted through social media platforms: Instagram, Twitter & Facebook.	Social media messages produced	Cultivate good road user behavior through educational programs	Informed and compliant road user community. Enhanced compliance to road traffic laws in South Africa
	AARTO education and awareness campaign activations conducted through community activations or print media platforms or radio stations	AARTO Education material developed and shared		
	IA's, DLTC's, Insurance Companies, Vehicle Rental Companies and RA's trained on the AARTO legislation and how it impacts their members and their business	Stakeholder Groups trained on AARTO Legislation		
	Billboards situated on 4 national roads are selected to place AARTO messages to market and advertise AARTO	AARTO Advertised on National Roads		
AARTO Act and Regulations	The percentage of representations that falls within the window period adjudicated from the captured date	Improved & Efficient AARTO system & Processes	Efficient and Fair Adjudication Processes	Enhanced RTIA adjudication efficiencies to ensure compliance with the provisions of the AARTO Act
	Review applicable provisions of the Adjudications Framework to align to the AARTO Act and the Regulations	Approved Adjudications Framework		
Approved ICT Strategy	Implement 50% of the three years ICT Strategy initiatives	ICT Strategy Implemented	RTIA IT Business Enablement	Established digital platform to enable

	Produce two AARTO related Research Reports Develop the Big Data Strategy	Number of Research Reports approved Big Data Strategy Approved	Reliable Road User Research & Analytics	Intelligent & smart RTIA operations
Approved Governance, Internal Control, Risk Management and HR Policies	Implement 100% audit action plan steps to address AG Findings	100% of AG Recommendations Implemented	Improved governance & strengthened control environment	Strengthened, effective and efficient enterprise, risk, and compliance management
	Respond to Parliamentary Questions within seven days	Adequate & timeous responses to Parliamentary Questions		
	Resolve reported incidents of corruption within 90 days	Resolution of reported incidents of corruption		
	Implement three SET initiatives	Functional social and ethics structures SET Strategy Implemented		
	100 elimination of cases of wasteful and fruitless expenditure	Elimination of wasteful and fruitless expenditure		
	95% reduction of cases of Irregular expenditure	Reduction irregular expenditure		
	Payment of valid invoices within 30 days	Compliance to 30 day payment of valid invoices		
Update AMIP Plan	Develop AARTO Readiness Report of the IA's	AARTO Readiness Report Developed	AARTO National Rollout	Seamless and coordinated implementation of AARTO by all key stakeholders countrywide.

THEORY OF CHANGE NARRATIVE

The AARTO Act was assented during 1998 and proclaimed only for Johannesburg and Tshwane Metros. AARTO services are available in all RA's (Registering Authorities) as well as in the 42 AARTO service outlets throughout the country. These services are offered against the 44 districts and over 230 municipalities. A great proportion of motorists pass through Gauteng roads from various provinces however are not successful in receiving services in their respective cities despite the availability of these services at some of the identified DLTC's and RA's in the respective provinces.

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

Whilst the pronouncement of the AARTO Act judgement on the validity of the Act is anticipated from the Constitutional Court in the first quarter of the next financial year, we are hopeful and envisage to enhance the social and traditional media campaigns on AARTO education and public awareness throughout the country in partnership with the Interfaith community, Youth and Women led formations, Traditional Authorities in the rural areas, the Taxi Associations as well as the university students. Our short to medium term strategic targets exhibits such intentions and the necessary allocation of budget has been made available to ensure that we implement these targets to bring meaningful change to secure the lives of our people in the roads of South Africa.

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

13. LOGICAL FRAMEWORK

RTIA LOGICAL FRAMEWORK

No.	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	RISK FACTORS
1.	Social media messages produced	Number of AARTO Education and Awareness Social Media Campaigns Deployed	270 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
2.	AARTO Education material developed and shared	Number of AARTO Education and Awareness Outreach Programmes	120 AARTO Campaign activations undertaken	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
3.	Stakeholder groups trained on AARTO Legislation	No. of stakeholders trained on AARTO Legislation	8 Stakeholders trained on AARTO Legislation	Attendance register of the people who attended and trained on AARTO. There will be a report produced at the end of each round of a stakeholder training	Majority of stakeholder groups are aware of the intention to rollout AARTO throughout the country, including the contestations on the legislation provisions.	Failure to influence change in road user behaviour through educational programmes
4.	AARTO Advertised on National Roads	Number AARTO Branded Bill Boards placed on National Roads	4 AARTO Branded Bill Boards placed on National Roads	Reports from the placement Agencies	Majority of road users use national roads and therefore they would be exposed to the placed AARTO messages on the national roads	Communication reach and Brand Reputation

No.	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	RISK FACTORS
5.	Improved & Efficient AARTO system & Processes	% of representations adjudicated within 21 days of date of capture	100% of received representations adjudicated within 21 days of date of capture	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
6.	Approved Adjudications Framework	Revised Adjudications Framework Approved	Revised Adjudications Framework Approved	Approved Revised Adjudication Framework	Appointment of a Manager in the Unit by 31 March 2023	Misaligned representation decisions
7.	ICT Strategy Implemented	% of the ICT Strategy initiatives Implemented	50% of the ICT Strategy initiatives 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
8.	Number of Research Reports approved	Number of Research Reports approved	2 Research Reports Approved	Approved Study reports on AARTO Pilot Study, AARTO Socio-Economic Impact Study Assessment, and PDS & Rehab. And Actuarial study on AARTO fees	The implication of AARTO has a degree of socio-economic impact on society	Possible lack of cooperation from identified IA's
9.	Big Data Strategy Approved	Big Data Strategy approved	Approved Big Data Strategy	Approved big data strategy by the Registrar/CEO and the Board	The Bid will be awarded on time	Delayed finalisation of the procurement process
10.	100% of AG Recommendations Implemented	% Implementation of Audit Action Plan	100% Implementation of Audit Action Plan based on 2022/23 AGSA report Unqualified Audit Report	Audit Findings Dashboard and Internal Audit Follow-up Report/s (only during Quarter 4) AGSA Audit opinion	The RTIA to adhere and monitor the audit action plan	Subjectivity in the definition of a clean audit

No.	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	RISK FACTORS
11.	Adequate & timely responses to Parliamentary Questions	% Responses to Parliamentary questions within stipulated timelines	100% responses to parliamentary questions within the stipulated time frame	Official Parliamentary question and answer to each question.	Parliament frequently asks the DoT questions on the running and compliance of the Agency to prescripts.	Irregularities in compliance and reporting processes
12.	Resolution of reported incidents of corruption	% Resolution of reported incidents of corruption resolved within 90 days	95% Resolution (Investigation Stage) of reported incidents of Corruption within 90 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
13.	Functional social and ethics structures SET Strategy Implemented	Number of Initiatives of the SET Strategy Implemented	3 Initiatives of the SET Strategy Implemented	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.	Inability to infuse the culture of morality and ethics
14.	Elimination of wasteful and fruitless expenditure	% Reduction of Wasteful and Fruitless Expenditure	100% reduction of cases of wasteful & fruitless expenditure	Financial & Expenditure Accounts and Internal Audit Reports (where applicable)	The RTIA has in recent years recorded fruitless wasteful and expenditure	Negative outcome
15.	Reduction irregular expenditure	% Reduction of Irregular Expenditure	95% reduction of cases of irregular expenditure	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
16.	Compliance to 30 day payment of valid invoices	100% valid Supplier Invoices Paid within 30 days	30 Days payment turnaround time	Financial Reports	Approved Budget and procurement Plan	Non-Compliance
17.	AARTO Readiness Reports Developed	Number of AARTO Readiness Assessments Reports Developed	Approved Readiness Assessment Report	Approved Readiness Assessment report against the plan	AARTO Amendment to be proclaimed into law and project funded according to the projected ENE budget	Non Proclamation of the AARTO Amendment Act

14. PART C: MEASURING RTIA PERFORMANCE

Institutional Programme Performance Information

14.1.1 Impact Statement

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

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 2022/23	MTEF Targets		
					2023/24	2024/25	2025/26
1	Cultivate good road user behavior through educational programs	Social media messages produced AARTO Education material developed and shared	Number of AARTO Education and Awareness Social Media Campaigns Deployed	36 Campaigns	270 AARTO Education and Awareness Social Media Campaigns Deployed	280 AARTO Education and Awareness Social Media Campaigns Deployed	300 AARTO Education and Awareness Social Media Campaigns Deployed
2			Number of Mainstream AARTO Education and Awareness Campaign activations	24 Campaign activations deployed	120 Mainstream AARTO Education and Awareness Campaign activations deployed	140 Mainstream AARTO Education and Awareness Campaign activations deployed	160 Mainstream AARTO Education and Awareness Campaign activations deployed

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
					2022/23	2023/24	2024/25
		Stakeholder Groups trained on AARTO Legislation	Number of Stakeholder Groups trained on AARTO Legislation	New Performance target	8 Stakeholder Groups trained on AARTO Legislation	24 Stakeholder Groups trained on AARTO Legislation	24 Stakeholder Groups trained on AARTO Legislation
	AARTO Brand Marketed & Advertised	AARTO Advertised on National Roads	Number of Branded Billboards placed on national Roads	New Performance Target	4 AARTO Branded Billboards placed on national Roads	12 AARTO Branded Billboards placed on national Roads	12 AARTO Branded Billboards placed on national Roads

Table 2 KPIs Programme 1 AARTO Administration and Education

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	Baseline/Estimated Performance	MTEF Targets	
					2023/24	2024/25
	Efficient and Fair Adjudication Processes	Improved & Efficient AARTO system & Processes	% of representations adjudicated within 21 days of date of capture	100% of representations adjudicated within 21 days of receipt	100% of received representations adjudicated within 21 days of date of capture	100% of received representations adjudicated within 21 days of date of capture
	Revised Adjudication Framework	Approved Adjudications Framework	Revised Adjudications Framework Approved	New Performance Target	Revised Adjudications Framework Approved by Board	Implementation of the Revised Adjudications Framework

Table 3: 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	Baseline/Estimated Performance 2022/23	2023/24	MTEF Targets 2024/25 2025/26
RTIA IT Business Enablement	Reliable Road User Research & Analytics	ICT Strategy Implemented	% approved ICT Strategy initiatives Implemented	Approved ICT Strategy	50% of the ICT Strategy initiatives Implemented	30% of the ICT Strategy Initiatives Implemented
		Research Reports Approved	Number of Research Reports approved	4 Research Reports Approved	2 Research Reports Approved	20% of the ICT Strategy Initiatives Implemented 2 additional Research Reports Approved
		Big Data Strategy approved	Big Data Strategy approved	New Performance Target	Big Data Strategy approved	2 additional Initiatives Implemented

Table 4:KPs Programme 3 – AARTO Information and Analytics

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 2022/23	MTEF Targets		
					2023/24	2024/25	2025/26
10	Improved Governance & strengthened control environment	100% of AG Recommendations Implemented	% Implementation of Audit Action Plan	100% Implementation of Audit Action Plan based on 2021/22 AGSA report	100% Implementation of Audit Action Plan based on 2022/23 AGSA report	100% Implementation of Audit Action Plan based on 2023/24 AGSA report	100% Implementation of Audit Action Plan based on 2024/25 AGSA report
11		Adequate & timely responses to Parliamentary Questions	100 % Responses to Parliamentary questions within the stipulated timeframes	2 reports on responses to Parliamentary questions within stipulated timeframes	100% within stipulated timeframes (100% of Parliament questions responded to within stipulated time frames)	100% within stipulated timeframes	100% within stipulated timeframes
12		Resolution of reported incidents of corruption	% Resolution (Investigation Stage) of reported incidents of corruption	100%	95% resolution (Investigation Stage) of reported incidents of corruption within 90 days	95% resolution (Investigation Stage) of reported incidents of corruption within 90 days	95% resolution (Investigation Stage) of reported incidents of corruption within 90 days
13		Functional social ethics structures SET Strategy Implemented	Number SET Strategy Initiatives Implemented	2 Reports on Social and Ethics Committees established and operationalised	3 Initiatives of SET Strategy Implemented	3 Initiatives of SET Strategy Implemented	3 Initiatives of SET Strategy Implemented

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance				MTEF Targets		
				2022/23	2023/24	2024/25	2025/26			
14		Elimination of wasteful and fruitless expenditure	% reduction of cases of wasteful & fruitless expenditure	Zero instances of Wasteful and Fruitless Expenditure incurred	100% reduction of cases of wasteful & fruitless expenditure	100% reduction of cases of wasteful & fruitless expenditure	100% reduction of cases of wasteful & fruitless expenditure			
15		Reduction irregular expenditure	% reduction of cases of irregular expenditure	Zero instances of irregular expenditure	95% reduction of cases of irregular expenditure	95% reduction of irregular expenditure	95% reduction of irregular expenditure			
16		Compliance to 30 day payment of valid invoices	Payment of supplier turnaround time	100% of valid invoices paid within 30 days	30 Days payment turnaround time.	30 Days	30 Days			

Table 5: KPIs Programme 4 - Governance and Sustainability

14.1.6 Programme 5: AARTO National Rollout Programme

14.1.6.1 Purpose: The programme exists to position the RTIA to address seamless and coordinated implementation of AARTO by all key stakeholders countrywide. The Strategy Division are actors in the programme.

Strategic Goal 5: Ensuring Seamless and Streamlined roll-out & Management of AARTO Capabilities countrywide by Stakeholders for the Consistent Application of the AARTO Act						
No.	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets	
	AARTO National Rollout	AARTO Readiness Reports Developed	Number of AARTO Readiness Reports Developed	2022/23 N/A	2023/24 Approved Assessment Report	2024/25 Approved Implementation Report 2025/26 Approved Implementation Report Post Implementation Report

Table 8: KPAs Programme 5: AARTO National Rollout

15. Annual Quarterly Performance Targets

Programme 1: AARTO Administration & Education

No	Output Indicators	Annual Target 2023/2024	Quarterly Targets			
			1st	2nd	3rd	4 th
1.1	Number of AARTO Education and Awareness Social Media Campaigns deployed	270 AARTO Education and Awareness Social Media Campaigns deployed	60 AARTO Education and Awareness Social Media Campaigns deployed	75 AARTO Education and Awareness Social Media Campaigns deployed	75 AARTO Education and Awareness Social Media Campaigns deployed	60 AARTO Education and Awareness Social Media Campaigns deployed
1.2	Number of Mainstream AARTO Education and Awareness Campaign activations deployed	120 Mainstream AARTO Education and Awareness Campaign activations deployed	20 Mainstream AARTO Education and Awareness Campaign activations deployed	30 Mainstream AARTO Education and Awareness Campaign activations deployed	40 Mainstream AARTO Education and Awareness Campaign activations deployed	30 Mainstream AARTO Education and Awareness Campaign activations deployed
1.3	No. of Stakeholders Groups trained on AARTO Legislation	8 Stakeholders Groups trained on AARTO Legislation	1 Stakeholders Group trained on AARTO Legislation	3 Stakeholders Groups trained on AARTO Legislation	3 Stakeholders Groups trained on AARTO Legislation	1 Stakeholders Group trained on AARTO Legislation
1.4	Number of AARTO Branded Bill Boards placed on National Roads	4 AARTO Branded Billboards placed on national Roads		2 AARTO Branded Billboards placed on national Roads		2 AARTO Branded Billboards placed on national Roads

Table 6: Programme 1 - Annual Performance Target

Programme 2: Adjudication & AARTO Support

No	Output Indicators	Annual Target 2023/2024	Quarterly Targets			
			1st	2nd	3rd	4 th
2.1	% of representations adjudicated within 21 days of date of capture	100% of received representations adjudicated within 21 days of date of capture	100% of representations adjudicated within 21 days from date of receipt	100% adjudicated within 21 days	100% adjudicated within 21 days	100% adjudicated within 21 days
2.2	Revised Adjudications Framework Approved	Revised Adjudications Framework Approved	Draft Revised Adjudications Framework	Table at MANCO for Recommendations	Tabled at EXCO for approval	Revised Adjudication Framework approved by the Board

Table 7: Programme 2 Annual Performance Target

Programme 3: AARTO Information & Analytics

No	Output Indicators	Annual Target 2023/2024	Quarterly Targets			
			1st	2nd	3rd	4 th
3.1	% of ICT Strategy Initiatives Implemented	50% of the ICT Strategy initiatives Implemented	ICT Annual Plan Approved	25% of ICT strategy initiatives Implemented	Progress Report on the Implementation Plan	25% of ICT strategy initiatives Implemented
3.2	Number of Research Reports approved	2 Research Reports approved		1 st Draft Research Reports produced	2 nd Draft Research Reports produced	2 Research reports approved
3.3	Big Data Strategy Approved	Approved Big Data Strategy		1 st Draft Big Data Strategy Produced	2 nd Draft Big Data Strategy Produced	Approved Big Data Strategy

Table 8: Programme 3 Annual Performance Target

Programme 4: Governance & Sustainability

No	Output Indicators	Annual Target 2023/2024	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
4.1	% Implementation of Audit Action Plan	100% Implementation of Audit Action Plan based on 2022/23 AGSA report	-	Develop an Implementation Plan for approval by ARC	50% of approved Audit Action Plan Implemented	100% of approved Audit Action Plan implemented based on 2022/23 AGSA report
4.2	% Responses to Parliamentary questions within stipulated timelines	100% responses to parliamentary questions within the stipulated time frame	-	100% responses to parliamentary questions within the stipulated timeframe	-	100% responses to parliamentary questions within the stipulated timeframe
4.3	% Resolution of reported incidents of corruption resolved within 90 days	95% Resolution(Investigation Stage) of reported incidents of Corruption within 90 days	-	95% Resolution(Investigation Stage) of reported incidents of Corruption within 90 days	-	95% Resolution(Investigation Stage) of reported incidents of Corruption within 90 days

No	Output Indicators	Annual Target 2023/2024	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
4.4	Number of Initiatives of the SET Strategy Implemented	3 Initiatives of the SET Strategy Implemented	Implementation Plan Developed	-	Progress Report Approved	3 SET Strategy Initiatives Implemented
4.5	Reduction of Wasteful and Fruitless Expenditure	100% reduction of cases of wasteful & fruitless expenditure	-	Report of steps taken to reduce wasteful & fruitless expenditure	-	100% reduction wasteful & fruitless expenditure
4.6	% Reduction of Irregular Expenditure	95% reduction of cases of irregular expenditure	-	Report on steps taken to reduce irregular expenditure	-	95 % reduction irregular expenditure
4.7	% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days

Table 9: Programme 4 Annual Performance Targets

Programme 5: National AARTO Rollout

No	Output Indicators	Annual Target 2023/2024	Quarterly Targets			
			1 st	2 nd	3 rd	4 th
5.1	Number of AARTO Readiness Assessments Reports developed	Approved AARTO Readiness Assessment Report developed	AARTO Readiness Assessment Progress Report produced	AARTO Readiness Assessment Progress Report produced	AARTO Readiness Assessment Progress Report produced	EXCO Approved Readiness Assessment Report

Table 12: Programme 5 Annual Performance Targets: AARTO National Rollout

16. Programme Resource Allocations

Statement of Financial Performance		Audited					Medium Term Estimates				
Figures in R'000		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Government grant		10 092,00	17 696,00	11 722,00	7 770,00	8 197,00	8 648,00	9 076,00	9 468,00	10 202,00	10 661,09
Earmarked Funding (Ring-fenced)							215,754,00	165 187,00	143 529,00		
Infringement fees		140 906,00	166 036,00	160 060,00	270 867,00	260 251,00	294 186,00	312 031,00	326 072,00	350 598,03	366 374,94
Adjusted Budget/Relief Funding						80 021,00					
Interest received		9 930,00	8 656,00	6 600,00	1 050,00	-	-				
Total income		160 928,00	192 388,00	178 382,00	279 637,00	348 469,00	518 588,00	486 294,00	479 059,00	360 800,32	377 036,03
Employment costs		76 703,00	82 216,00	81 707,00	126 605,00	85 261,00	179 112,00	189 022,00	197 527,99	209 379,67	218 801,76
Other operating expenses		68 271,00	140 490,00	117 453,00	142 614,00	60 425,00	339 476,00	297 272,00	281 541,01	151 420,65	158 234,58
Total spending		144 974,00	222 706,00	199 160,00	269 219,00	145 686,00	518 588,00	486 294,00	479 059,00	360 800,32	377 036,33
Operating (Deficit) / Surplus		16 105,00	30 800,00	20 404,00	10 870,00	202 783,00	-	-	-	-	-
Capital expenditure		683,00	1 765,00	1 408,00	8 900,00	7 567,00	18 953,00	20 989,00	23 519,51	24 920,08	26 041,48

Table 10: Programme Resource Allocations

Figures in R'000		Budget					
Programmes/Strategic Objectives	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Budget
Admin & Sustainability	109 063,00	90 428,00	127 413,00	133 147,00	141 135,82	147 486,93	
AARTO Admin & Education	21 262,00	24 226,00	56 449,00	58 989,00	62 528,34	65 342,12	
Adjudication & Support	123 861,00	104 581,00	139 170,00	116 324,00	123 303,44	128 852,09	
Information Analytics	4 181,00	5 504,00	8 544,00	8 928,48	9 484,19	9 890,08	
AARTO Rollout Programmes	23 817,00	10 496,00	154 720,00	161 682,40	24 368,53	25 465,11	
Total	282 184,00	235 235,00	486 296,00	479 070,88	360 800,32	377 036,33	

Table 11: Budget Allocation for Programmes as per ENE

17. Updated Key Risks and Mitigation

Outcome	Key risks	Mitigation
Cultivate good road user behaviour through educational programs	Failure to influence change in road user behavior (within tolerance) PR III	1.Proactive planned communication across all mediums 2. Collaborating with provincial partners 3.Media management plan 4.Increased capacity to deal with face to face engagements
Efficient and fair adjudication process	Prevalence of administrative deviation (Outside tolerance) PR I	1.SAPO SLA 2.Monthly meetings with SAPO & RTMC 3.Monthly statistics given to SAPO & RTMC 4.Escalation to the Director General & Minister of Transport.
Improved governance and strengthened internal control environment	Regulatory compliance and reporting processes (Within tolerance) PR III	1.Finance related policies and procedures 2.Approved organisational structure 3.Monitoring audit findings dashboard
	Failure of municipalities to handover collected AARTO fees (Within tolerance) PR III	1.Banks and Retailers collecting on our behalf 2.Email letters to Collecting agents for the transfer of AARTO revenue into AARTO Bank accounts 3.Impairment provision, 4.SLAs with some of municipalities 5.Awareness campaigns (SMS), 6.AARTO APP and AARTO website 7.Availability of speed points for transacting
	Possible high staff turnover (Outside tolerance) PR II	1.Appointment of contract workers, 2.Appointment of consultants 3.Employee wellness service provider 4.Feedback sessions to staff by CEO on current development relating to the RTIA 5. Recognition agreement with labour union

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Outcome	Key risks	Mitigation
Improved governance and strengthen internal control environment	Inability to infuse the culture of morality and ethics (Outside tolerance) PR II	1.Ethics policy, 2. Disciplinary code and procedure 3.Anti-Corruption hotline number, 4. Social and Ethics Committee 5.Code of conduct for Rep. officers EO officers, 6. Code of conduct for SCM personnel 7.Recruitment policy and employment equity policy, 8. Declaration of interest form 9. Code of Conduct, 10. Social, ethics and transformation strategy 11.Monitoring implementation of ethics risk register
	Corruption in AARTO environment (Outside tolerance) PR I	1.IAs, RAs and DLTCs SOPs 2. Code of conduct for EO's and RO's 3. Biometric access to RTIA offices 4. EOs policy and Adjudications framework 5. Segregated NCR transactional access 6. Transactional NCR access audit by IT 7.Fraud prevention plan and the fraud and corruption prevention policy 8.Whistle blower policy
	Inability to sustain the RTIA operations (Outside tolerance) PR II	1.Approved surplus retention 2. AMIP ring-fenced funding 3.Debt collection policy, 4.Funding model 5. Scaling down on operations
	AARTO might be confirmed to be unconstitutional and invalid by the Constitutional Court (Outside tolerance) PR I	1.Appealed high court ruling at the constitutional court 2.Application of the AARTO Act in its current form

Outcome	Key risks	Mitigation
RTIA IT Business Enablement	Ineffective ICT enablement (Within tolerance) PR II	IT staff members occupying different roles

	Over-reliance on RTMC NaTIS (NCR) (Outside tolerance) PR II	<p>1.DoT Oversight Committee and engagement between Accounting Officers and executives of RTIA & RTMC</p> <p>2.MoU with RTMC</p> <p>3.Business requirements and application of UAT on new transactions</p>
	Exposure to cyber-attacks and data breaches (outside tolerance) PR II	<p>1.Application of adequate security standards (Firewalls, anti-virus, SW updates, physical security and access control procedures)</p> <p>2.Audit trail</p> <p>3.Servers are clustered for redundancy</p> <p>4. Daily, weekly and monthly back-ups of data</p> <p>5.Offsite storage of backed-up data</p>

Table 12: Risk and Mitigation

18. Technical Indicator Descriptions (TID)

Programme 1: AARTO Administration & Education

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

Indicator TID-1.1: Number of AARTO education and awareness social media campaign messages deployed

Indicator Title 1.1	Number Of AARTO Education and Awareness Social Media Campaign Messages Deployed
Definition	270 AARTO Social Media education and awareness campaign messages posted through social media platforms (Instagram, Twitter & Facebook) to heighten AARTO awareness and encourage voluntary compliance.
Source of Data	Quarterly Reports & Social Media Implementation Plan
Method of Calculation	Quantitative :Simple Count : Number of Social Media Campaign Messages Deployed against the Planned
Assumption	Majority of road users have access to social media platforms. Increased uptake of social media platforms as the most preferred communication mode.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	Increased AARTO awareness and voluntary compliance: Q1 = 60 Q2 = 75 Q3 = 75 Q4 = 60
Indicator Responsibility	Head: Communications

Indicator TID-1.2: Number of AARTO education and awareness campaign activations deployed.

Indicator Title 1.2	Number of AARTO Education and Awareness Campaign activations Deployed
Definition	120 AARTO education and awareness campaign activations conducted through community activations or print media platforms or radio stations to heighten AARTO awareness and encourage voluntary compliance.
Source of Data	Communication and Marketing Reports
Method of Calculation	Quantitative
Assumptions	

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	Increased AARTO awareness and voluntary compliance Q1 = 20 AARTO Campaigns Q2 = 30 AARTO Campaigns Q3 = 40 AARTO Campaigns Q4 = 30 AARTO Campaigns
Indicator Responsibility	Head: Communications

Indicator TID-1.3: Number of AARTO Legislative Education Workshops Conducted

Indicator Title 1.3	Number Of AARTO Legislative education conducted
Definition	08 Stakeholder groups trained on the AARTO legislation and how it impacts their members and their business.
Source of Data	Attendance register of the people who attended and trained on AARTO. There will be a report produced at the end of each round of a stakeholder training.
Method of Calculation	Quantitative :Simple Count
Assumption	Majority of stakeholder groups are aware of the intention to rollout AARTO throughout the country, including the contestations on the legislation provisions, and will see it necessary to equip themselves with knowledge on how the system is designed to benefit their members.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Increased AARTO buy-in, awareness and voluntary compliance
Indicator Responsibility	Executive : Legal

Indicator TID-1.4: Number of Billboards placed to Market & Advertise AARTO on National Roads

Indicator Title 1.4	Number of Billboards placed to Market & Advertise AARTO on National Roads
Definition	4 Billboards situated on 4 national roads are selected to place AARTO messages to market and advertise AARTO
Source of Data	Reports from national placement agencies
Method of Calculation	Quantitative :Simple Count
Assumption	Majority of road users use national roads and therefore they would be exposed to the placed AARTO messages on the national roads
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	Increased AARTO awareness and voluntary compliance Q2 = 2 AARTO Branded Billboards Q4 = 2 AARTO Branded Billboards
Indicator Responsibility	Head: Communications

18.2 Programme 2: Adjudication & AARTO Support

Strategic Goal 2: Voluntary compliance with road traffic laws

Indicator TID-2.1: % of representations not adjudicated within 21 days of date of capture

Indicator Ref #	TID-2.1
Indicator Title	% of received representations adjudicated within 21 days of date of <u>capture</u>
Definition	Indicator measures the percentage of representations adjudicated that falls within the window period from the <u>captured</u> date.
Source of Data	NCR report obtained directly from the RTMC.
Method of Calculation	100% of captured representations between 1 April 2023 to 31 March 2024 should be finalised within 21 days from date of <u>capture</u> onto the NCR, despite whether

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	<p>representations are successful or not. 21 Days calculated per calendar days. This formula applies despite the reporting period. Monthly, quarterly and Annual reports will outline,</p> <ul style="list-style-type: none"> Consider the total number of applications actually processed during the calendar month concerned (the period of consideration), irrespective of the outcome (successful, cancelled or rejected): Total applications processed (denominator). E.g. 100; Determine the number of applications processed within {21} days from the actual date the application was captured on the NaTIS, irrespective of the outcome (successful, cancelled or rejected): Applications processed within {21} days (numerator). E.g. 95; The "achievement" is then a simple calculation as follow: Applications processed within {21} days / Total applications processed = 95 /100 = 95%. <p>The Number of applications processed against the received and captured applications.</p>
Means of Verification	NCR report
Assumption	It is assumed that RTIA has capacity to adjudicate received representations within 21 days. It is assumed that a Manager will be appointed for the Unit by 31 March 2023
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly
Desired Performance	<p>95%+ adjudicated within 21 days from date of capture</p> <p>Q1 = 0% Q2 = 0% Q3 = 100% Q4 = 100%</p>
Indicator Responsibility	Deputy Registrar: TIM

Indicator Ref #	TID-2.2
Indicator Title	Revised Adjudication Framework
Definition	Indicator determines whether the Adjudication Framework was reviewed and approved
Source of Data	Approved Revised Adjudication Framework.
Method of Calculation	Approved Revised Adjudication Framework serve as evidence. An approved revised Adjudication Framework against the planned.
Means of Verification	Approved Revised Adjudication Framework
Assumption	It is assumed that a Manager will be appointed for the Unit by 31 March 2024
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	End of financial year
Reporting Cycle	End of financial year
Desired Performance	Approved Revised Adjudication Framework Q1 = Draft Revised Adjudication Framework Q2 = Table at MANCO for recommendations Q3 = Table at EXCO for approval Q4 = Revised Adjudication Framework approved by Board
Indicator Responsibility	Deputy Registrar: TIM

18.3 Programme 3: AARTO Information & Analytics

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

Indicator TID-3.1: Approved ICT Strategy Implemented

Indicator Title 3.1	Approved ICT Strategy Implemented
Definition	ICT Strategy is a comprehensive blueprint of: a) how an enterprise ICT team supports the business objectives and operations with optimal technology solutions; and b) how IT department run its own business.
Source of Data	ICT Annual Implementation Plan 2023/24 FY
Method of Calculation	Quantitative: % of initiatives implemented against the Plan
Assumptions	The Board would have approved the ICT Strategy in 2022/23 FY
Disaggregation of Beneficiaries (where applicable)	N/A.

Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	50% of ICT Strategy Initiatives implemented: Q1 = Approved ICT Annual Plan Q2 = 25% of ICT Strategy Initiatives Implemented Q3 = Progress Report on Annual Implementation Plan Q4 = 25% of ICT Strategy Initiatives Implemented
Indicator Responsibility	Senior Manager: ICT

Indicator TID-3.2: Number of Research Reports Produced

Indicator Title 3.2	Number of approved Research Reports produced
Definition	2 approved Research Reports in 2023/2024 produced
Source of Data	Procurement plan/ performance contract
Method of Calculation or Assessment	Quantitative: Number of approved research reports against the planned
Assumptions	The service providers would have been appointed on time
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	2 approved Research Reports in 2023/2024 developed : Q1: Award the tender Q2: 2 progress research reports Q3: 2 progress research reports Q4: 2 approved research reports
Indicator Responsibility	Executive: PMO

Indicator TID-3.3: Big Data Strategy Produced

Indicator Title 3.3	Approved Big Data Strategy produced
Definition	An approved Big Data Strategy developed in 2023/24
Source of Data	Approved submission and specifications/ Procurement plan/ performance contract
Method of Calculation or Assessment	Qualitative: approved big data strategy by the ACEO/Board of the Agency
Assumptions	The tender will be awarded on time

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Approved Big Data Strategy produced: Q1: Award the tender Q2: Progress report Q3: Progress report Q4: Approved big data strategy
Indicator Responsibility	Executive: PMO

18.4 Programme 4: Governance & Sustainability

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

Indicator TID-4.1: Percentage of the Implementation Audit Action Plan

Indicator Ref #	TID-4.1
Indicator Title	Percentage of the implementation Audit Action Plan
Definition	The indicator measures the percentage implementation of action plans to address audit findings for the previous financial year.
Source of Data	Final Auditor-General Management Report
Method of Calculation	Number of AG recommendations implemented / Total number of AG recommendations X 100
Means of verification	Approved management developed plan or dashboard
Assumption	Continuous implementation, monitoring, and evaluation of the implementation plans throughout the business functions. No repeat findings
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired Performance	100% implementation of an audit action plan based on 2022/23 AGSA report Unqualified Audit Opinion (Post Audit Adjustments)
Indicator Responsibility	Chief Financial Officer

Indicator TID-4.2: Percentage Responses to Parliamentary questions within stipulated timelines

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 stipulated timelines from the date of receipt. Time lines are stipulated by Parliament when questions are circulated to Sector Department. Responses to Parliamentary questions might be impacted by complexity and, in certain cases, dependencies from external stakeholders. In areas where the complexities are measurable internally, the turnaround time is averaged at 7 days and/or within the requirements of the Parliamentary time lines.
Source of Data	Approved and DoT submitted Parliamentary question answers.
Method of Calculation	Qualitative
Assumptions	Parliament frequently asks the DoT questions on the running and compliance of the Agency to prescripts. The Agency is obligated to provide responses to all questions by Parliament
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	100% of questions asked by Parliament to be responded to within 7 days.
Indicator Responsibility	Head: Strategy & Reporting

Indicator TID-4.3: Percentage Resolution of reported incidents of corruption resolved within 90 days

Indicator Title 4.3	% Resolution of Reported Cases of Corruption
Definition	The cases of corruption differ in complexity and require different competencies, which may not always be within the Agency's reach. The Agency is required to report on a Bi-annual basis on the status of each fraud and corruption case reported in line with the RTIA Fraud prevention policy and fraud prevention plan. 95% of all incidents of fraud & corruption to be reported within 180 days.
Source of Data	Whistle-blower Report ,RTIA Fraud & Corruption Case Register
Method of Calculation	Quantitative
Assumptions	The nature of the traffic management business has historically been dominated by reports of bribery, fraud and corruption
Disaggregation of Beneficiaries (where applicable)	N/A

Spatial Transformation (where applicable)	N/A
Desired Performance	95% Resolution(Investigation Stage) of reported incidents of Corruption within 90 days
Indicator Responsibility	Executive Legal & Compliance

Indicator TID-4.4: Number of Initiatives of the SET Strategy Implemented

Indicator Title 4.4	Social & Ethics Committees Established and Operationalised
Definition	The RTIA to establish and operationalise internal Committees that focus on social and ethics matters. All resolutions by committees to be implemented during the 5 year cycle.
Source of Data	Social & Ethics Committee Appointment Letters, Committee Reports and Committee minutes.
Method of Calculation	Qualitative
Assumptions	The RTIA and its oversight committees have skilled human resources that can establish and maintain ethics committees.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	Functional and Effective Social & Ethics committees
Indicator Responsibility	Executive Legal & Compliance

Indicator TID-4.5: Reduction of Wasteful and Fruitless Expenditure

Indicator Ref #	TID-4.5
Indicator Title	Percentage reduction of cases of wasteful and fruitless expenditure
Definition	The indicator measures the percentage reduction of cases of wasteful and fruitless expenditure incurred.
Source of Data	Quarterly Financial Report Fruitless and wasteful expenditure register
Method of Calculation	Quantitative – Simple count Number of cases of wasteful and fruitless expenditure incurred / Total number of cases of fruitless and wasteful expenditure reported in previous year X 100
Means of verification	Quarterly Financial Statements Annual Financial Statements
Assumptions	Financial reports are reliable and accurate Opening balance is subject to condonement.

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting cycle	Bi-annually
Desired Performance	0% maintenance of wasteful and fruitless expenditure which will lead to a strengthened control environment.
Indicator Responsibility	Chief Financial Officer

Indicator TID-4.6: Reduction of Irregular Expenditure

Indicator Ref #	TID-4.6
Indicator Title	Percentage reduction of cases of irregular expenditure
Definition	The indicator measures the percentage reduction of cases of irregular expenditure incurred.
Source of Data	Quarterly Financial Report Irregular expenditure register
Method of Calculation	Quantitative – Simple count Number of cases of irregular expenditure incurred / Total number of cases of irregular expenditure reported in the previous year X 100
Means of verification	Quarterly Financial Statements Annual Financial Statements
Assumptions	Financial reports are reliable and accurate Opening balance is subject to condonement.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting cycle	Bi-annually
Desired Performance	100% reduction of irregular expenditure which will lead to a strengthened control environment.
Indicator Responsibility	Chief Financial Officer

Indicator TID-4.7: 100% valid Supplier Invoices Paid within 30 days

Indicator Ref #	TID-4.7
Indicator Title	Payment of supplier turnaround time
Definition	The indicator measures the efficiency of payment turnaround of valid supplier invoices that are paid within 30 days from the date of receipt of a valid invoice and indicates the average speed at which the payments are made. A valid invoice is received when it is received by Finance and it is signed by the user/ it is accompanied by the signed delivery note/service card. 30 days is applicable from the day that the invoice is declared valid by the RTIA Finance Unit standards
Source of Data	Primary data/information
Method of Calculation	Quantitative - ratio Trade Payables / Total expenses*Total number of days in a quarter
Means of verification	Quarterly Financial Statements Annual Financial Statements
Assumptions	Financial reports are reliable and accurate
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting cycle	Quarterly
Desired Performance	100% of valid invoices are paid within 30 days.
Indicator Responsibility	Chief Financial Officer

18.5 Programme 5: AARTO Rollout Programme

Strategic Goal 5: Ensuring seamless and streamlined roll-out & management of AARTO capabilities countrywide by all stakeholders for the consistent application of the AARTO Act

Indicator TID-5.1: Number of AARTO Readiness Assessments Reports Developed

Indicator Title 5.1	Number of AARTO Readiness Assessment Report Developed
Definition	AARTO Readiness Assessments Reports Developed
Source of Data	Readiness Assessment Verification forms
Method of Calculation or Assessment	Qualitative Approved Readiness Assessment report against the plan
Assumptions	AARTO Amendment to be proclaimed into law and project funded according to the projected ENE budget.

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Type	Quarterly
Desired Performance	AARTO Readiness Assessment Report Developed Q1 = Progress Report Q2 = Progress Report Q3 = Progress Report Q4 = EXCO Approved Assessment Report
Indicator Responsibility	DR: TIM