Road Traffic Infringement Agency
Justice in Adjudication

ANNUAL PERFORMANCE PLAN

2020/21

JULY 2020

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Acronyms and Definitions

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

Acronym/Term	Description/Definition
PrDP	Professional Driving Permit
RAF	Road Accident Fund
RPL	Recognition of Prior Learning
RO/s	Representation Officer/s
RTIA	Road Traffic Infringement Agency
RTMC	Road Traffic Management Corporation
RSA	Republic of South Africa
SANRAL	South African National Roads Agency Limited
SAPS	South African Police Service
SAPO	South African Post Office
SAQA	South African Qualification Authority
SCM	Supply Chain Management
SLA	Service Level Agreement
SMME	Small Medium and Micro Enterprise
SOP's	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities, Threats
TETA	Transport Education Training Authority
TMPD	Tshwane Metropolitan Police Department
TOPC	Traffic Officers Pocket Computer
TOR	Terms of Reference
TR	Treasury Regulations
TRS	Traffic Rehabilitation School/s
UNDoARS	United Nations Decade of Action for Road Safety
VTS	Vehicle Testing Station
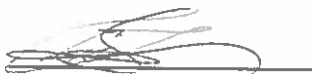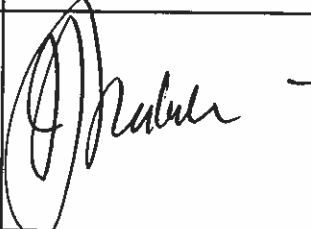
List of Source Documents

Document Name	Author/Custodian
RTIA Strategic Plan 2015 – 2020	RTIA
RTIA Annual Performance Plan 2019/20	RTIA
RTIA Annual Report 2018/2019	RTIA
RTIA Annual Report 2017/ 2018	RTIA
RTIA Annual Report 2016/ 2017	RTIA
RTIA Annual Report 2015/ 2016	RTIA
RTIA Annual Report 2014/ 2015	RTIA
RTIA Annual Report 2013/ 2014	RTIA
RTIA Annual Report 2012/ 2013	RTIA
RTIA Annual Report 2011/ 2012	RTIA
RTIA Annual Report 2010/ 2011	RTIA
RTIA Information and Communication Technology Strategic and Implementation Plan 2018 to 2020	Senior Manager: IT
Draft Final Report: Alternative Funding Feasibility Study for the Road Traffic Infringement Agency	CFO
Department of Transport Inputs: NDP Five Year Implementation Plan 2019 – 2024	National Department of Planning, Monitoring and Evaluation
National Road Safety Strategy 2016-2030	National Department of Transport
Traffic Rehabilitation Schools Model Concept Document Version 4	RTIA
Save Life: A road safety technical package	World Health Organisation
Provincial Report: 25th Meeting of the United Nations Road Safety Collaboration	World Health Organisation
The Administrative Adjudication of Road Traffic Offences (AARTO) Act, 1998 (Act No. 46 of 1998)	RSA
Administrative Adjudication of Road Traffic Offences Amendment Act, 2019 (Act No. 4 of 2019)	RSA
RTIA Alignment to 7 Apex Priorities	RTIA
Business Model Generation	RTIA
Functional Interview Inputs	RTIA
National Development Plan 2030	RSA

Official Sign-Off

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Mr Japh Chuwe	Registrar & Accounting Authority		2020 – 07 – 28
Mr FA Mbalula, MP	Minister of Transport		

INTRODUCTION
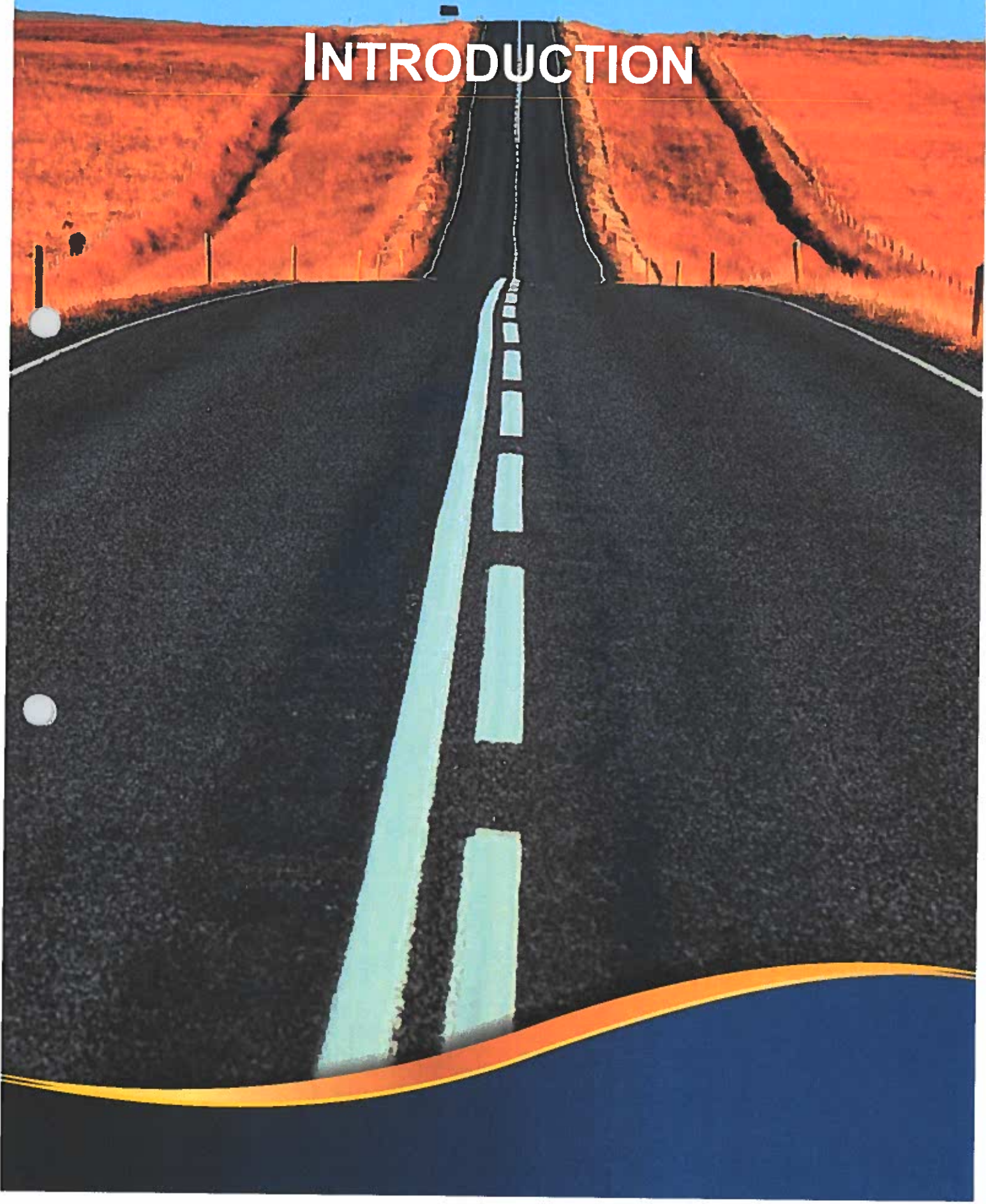
1 Background

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 in relation to the infringement notices dispensed by the various Issuing Authorities to the alleged infringers on South African roads. The AARTO Act depicts the RTIA as an independent adjudicator designed to provide for an administratively fair and just system for road traffic law infringement whilst upholding the rights of the alleged infringer. The RTIA's responsibilities as enshrined in the founding legislation includes the implementation of community educational and awareness programmes targeted at enhancing voluntary road traffic law compliance, and to foster behavioural change amongst road user communities. Thus, the RTIA is mandated to ensure the implementation of an objective, transparent and fair adjudication process for road traffic infringements.

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

Under the guidance and leadership of the National Department of Transport, the RTIA embarked on a highly consultative process to amend the AARTO Act. The AARTO Amendment Bill was finalised during the 2019/20 financial year and amalgamated by parliament into law during August 2019.

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

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

Aspect	New provision	Implications
Service of documents	Previously used to have service by registered mail or in person; and now includes electronic service	This means, RTIA will use additional electronic service platforms, such as e-mail. Other means like SMS, Facebook and Whatsapp can be used to remind an infringement of the documents served
	Re-service of documents	This provides for the re-service of Infringement notices, Courtesy Letters or Enforcement Orders, where such are claimed not to have been received or served in the first place
Involvement of	This provision is repealed.	This means that RTIA have removed the threat of confiscation of movable property. No one will ever

Aspect	New provision	Implications
Sheriffs		lose their possessions due to outstanding penalties
Warrants of Execution	The provision for the Registrar to authorise warrants of execution is repealed	There will no longer be any warrants of execution issued
Election to go to court	This provision is now repealed.	• The AARTO is an administrative process that is dealt with outside of court. To challenge any outstanding traffic penalties, one must first exhaust the internal administrative process, before going to court. • The consequential court processes have also been repealed because they are no longer applicable, since warrants of execution, election to go to court and appointment of sheriffs are repealed.
Rehabilitation programmes	This is a new provision	Habitual infringers – meaning those who had their driving licences suspended for more than 2 occasions, will be redirected to attend compulsory rehabilitation programmes
Infringement Appeals Tribunal (IAT)	This is a new provision. It replaces the election to go to court.	• This provision provides further protection to infringers. • The IAT will oversee the operations of the RTIA and offers further protection for the process. • This means that instead of going to court, an infringer can apply for a review or appeal the decision of the Representation Officer. • Only in the last resort, after exhausting the internal process, can an infringer take the decision of the tribunal for a review or appeal to the Magistrates Court.

2 Scope

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

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

The Strategic Plan covers a period of five years in line with the Medium-Term Strategic Framework (MTSF) which will ensure the necessary alignment to achieve the RTIA commitments as set out in the Performance Agreement between the Board and the Minister.

3 Strategic Drivers

The engagement will be guided by the following strategic drivers to enable RTIA to effectively execute their mandate and mission:

a) Providing targeted road user and community education and communication programmes
b) Promotion of procedurally fair, lawful and reasonable administrative adjudication
c) Imposing levy penalties and demerit points
d) Effective administration and management of the suspension and cancellation of driving licences and operator cards
e) Rewarding of compliant offenders
f) Contributing to the broader national transport agenda
g) NDP goals realisation
h) Compliance to relevant legislation and regulations
i) Enabling financial sustainability and cost optimisation
j) Building and maintaining sustainable, objective, and transparent adjudication capabilities

4 Stakeholder Analysis

Stakeholder	Influence	Expectations
Infringers, Drivers	Road traffic infringements, penalties, road injuries and deaths.	Fair, lawful, reasonable and reliable road infringements management processes.
Road Users, Citizens	Accountability for road traffic infringements and consequences.	RTIA transparency, accessibility and road user safety education
IA, DLTC, RA, SAPO, Local government/Province	Fairness and transparency in adjudication and administration of AARTO so that people can trust the intention and spirit of the AARTO Act	Build trust through facilitation to foster compliance with traffic/legislation laws. Law enforcement, Actual Implementation and Compliance
SAPO	Link RTIA, business and public with each other on their established infrastructure. Influence on operations	Provide postal and logistics to the public (Service Delivery)
Financial institutions/ Bank payment platforms	Revenue as well as accessibility of payment platforms	Provide quality financial payment platforms to cater to online/real time financial transactions

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

PART A: OUR MANDATE
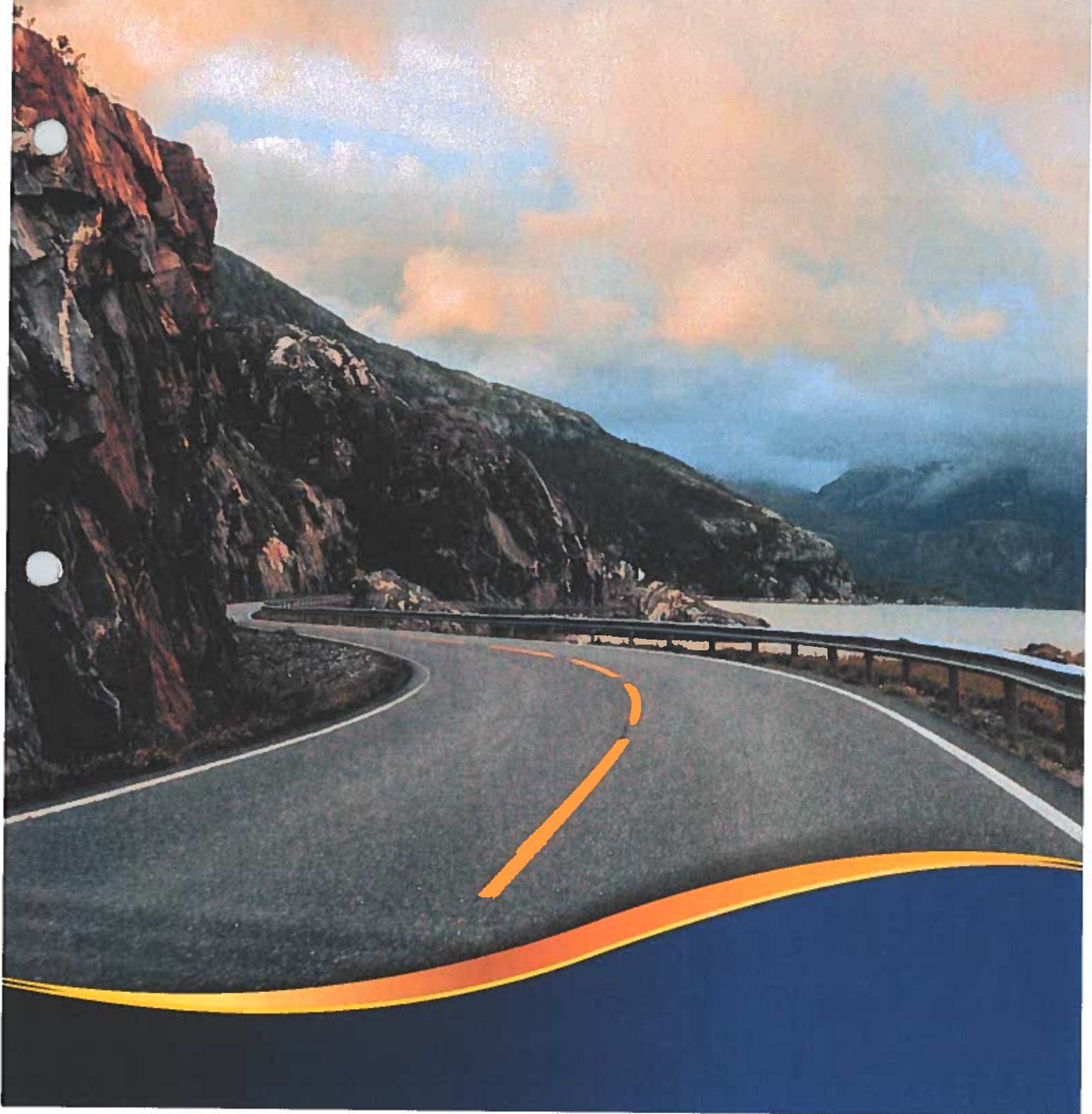
5 Constitutional mandate

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

Table 2: RTIA Constitutional Context

Constitution Section	RTIA Implications/Contribution

Section 9,10,14	'To the extent to which applicable'
	
	Access to Information
	
	1. Everyone has the right of access to
	  a) Any information held by the state; and
	  b) Any information that is held by another person and that is required for the exercise or protection of any rights.
	
	2. National legislation must be enacted to give effect to this right and may provide for reasonable measures to alleviate the administrative and financial burden on the state.

Section 33	**Just administrative action**
	
	1. Everyone has the right to administrative action that is lawful reasonable and procedurally fair.
	2. Everyone whose rights have been adversely affected by administrative action has the right to be given written reasons.
	3. National legislation must be enacted to give effect to these rights, and must
	  a) Provide for the review of administrative action by a court, or, where appropriate, an independent and impartial tribunal;
	  b) Impose a duty on the state to give effect to the rights in subsections (1) and (2); and
	  c) Promote an efficient administration.

Section 34, 35	**Access to Courts** Everyone has the right to have any dispute that can be managed and adjudicated by the application of law decided in a fair public hearing before a court; or where appropriate, another independent and impartial tribunal or forum.

6 Legislative and policy mandates

6.1 RTIA Mandate

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.

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The AARTO Act depicts the RTIA as an independent adjudicator designed to provide for an administratively fair and just system for road traffic law infringement whilst upholding the rights of the alleged infringer. The RTIA's responsibilities as enshrined in the founding legislation includes the implementation of community educational and awareness programmes targeted at enhancing voluntary road traffic law compliance, and to foster behavioural change amongst road user communities. Thus, the RTIA is mandated to ensure the implementation of an objective, transparent and fair adjudication process for road traffic infringements.

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

The following is summary of the Objects & Functions of AARTO as outlined in Section 4(1) of the Act, as amended:

a) 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);
b) to enforce penalties imposed against persons contravening road traffic laws as set out in subsection (3);
c) to administer and manage a point demerit system for infringements and offences; Support and
d) 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)

The Agency must, in order to properly perform its functions, establish the prescribed information management system and database which is connected with the national contraventions register, and utilise such database to create, process and maintain records with regard to any action performed by it in terms of this Act. - Integrated Information, ICT & Operating Technologies.

6.2 Legislative & Compliance Framework

Legislation/ Regulation	Purpose/Objectives
AARTO Act No 46 of 1998	Founding Act of RTIA To encourage compliance with the national and provincial laws relating to road traffic and to promote road traffic safety; to encourage the payment of penalties imposed for infringements and to allow alleged minor infringers to make representations; to establish a procedure for the effective and expeditious adjudication of infringements; to alleviate the burden on the courts of trying offenders for infringements; to penalise drivers and operators who are guilty of infringements or offences through the imposition of demerit points leading to the suspension and cancellation of driving licences, professional driving permits or operator cards; to reward law-abiding behaviour by reducing demerit points imposed if infringements or offences are not committed over specified periods; to establish an agency to support the law enforcement and judicial authorities and to undertake the administrative adjudication process; and to strengthen co-operation between the prosecuting and law enforcement authorities by establishing a board to govern the agency.
AARTO Amendment Act (Act 4 of 2019	To amend the Administrative Adjudication of Road Traffic Offences Act, 1998 substitute and insert certain definitions; to improve the manner of serving documents to infringers; to add to the functions of the Road Traffic Infringement Authority; to repeal certain obsolete provisions; to establish and administer rehabilitation programmes; to provide for the apportionment of penalties; to provide for the establishment of the Appeals Tribunal and matters related thereto; to effect textual corrections; and to provide for matters connected therewith
Promotion of Administrative Justice Act,2002 (Act 3 of 2002)	To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa,1996; And to provide for matters incidental thereto.
Promotion of Access to Information Act (Act 2 of 2000)	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and To provide for matters connected therewith.

Legislation/ Regulation	Purpose/Objectives
National Road Traffic Act, 1996 (Act 93 of 1996)	• To provide for road traffic matters which shall apply uniformly through the Republic and for matters connected therewith.
Criminal Procedure Act, 1995 (Act 56 of 1995)	• To make provision for procedures and related matters in criminal proceedings.
Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004).	• To provide for the strengthening of measures to prevent and combat corruption and corrupt activities; • To provide for the offence of corruption and offences relating to corrupt activities; • To provide for investigative measures in respect of corruption and related corrupt activities; • To provide for the establishment and endorsement of a Register in order to place certain restrictions on persons and enterprises convicted of corrupt activities relating to tenders and contracts; • To place a duty on certain persons holding a position of authority to report certain corrupt transactions; • To provide for extraterritorial jurisdiction in respect of the offence of corruption and offences relating to corrupt activities; and • To provide for matters connected therewith.
Public Finance Management Act, 1999(Act 1 of 1999) – PFMA	• To regulate financial management in the national government and provincial government; • To ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; • To provide for the responsibilities of persons entrusted with the financial management in those governments; • And to provide for matters connected therewith.
Electronic Communications and Transactions Act,2000 (Act 25 of 2000)	• To provide for the facilitation and regulation of electronic communications and transactions; • To provide for the development of a national e-strategy for the Republic; • To promote universal access to electronic communications and transactions and the use of electronic transactions by SMMEs; • To provide for human resource development in electronic transactions; • To prevent abuse of information systems; • To encourage the use of e-government services; and • To provide for matters connected therewith.

Legislation/ Regulation	Purpose/Objectives
Protection of Personal Information Act, 2013 (Act 4 of 2013).	• To promote the protection of personal information processed by public and private bodies; • To introduce information protection principles so as to establish minimum requirements for the processing of personal information; • To provide for the establishment of an Information Protection Regulator; • To provide for the issuing of codes of conduct; • To provide for the rights of persons regarding unsolicited electronic communications and automated decision making; • To regulate the flow of personal information across the borders of the Republic; and • To provide for matters connected therewith.
Preferential Procurement Policy Framework Act,2000(Act 5 of 2000)	• To give effect to section 217 (3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217 (2) of the Constitution; • And to provide for matters connected therewith.
Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003).	• To establish a legislative framework for the promotion of black economic empowerment; • To empower the Minister to issue codes of good practice and to publish transformation charters; • To establish the Black Economic Empowerment Advisory Council; and • To provide for matters connected therewith.

7 Relevant Court Rulings

Name of Litigant	Nature of the litigation	Current status	Management Actions

Name of Litigant	Nature of the litigation	Current status	Management Actions
Fines 4 U & Another	Litigant seeking to review decisions taken by representation officers in terms of section 18 of the AARTO Act.	Judgement finalised and ruling made against the Agency with costs. The Agency unsuccessfully appealed the judgement and the cost order of the appeal application was made in favour of Fines 4 U.	Adjudications Framework reviewed and takes into account all the issues raised in the judgement.
Edwards Matter	The Applicant in this matter requests the court to order the Agency and Tshwane Metropolitan Municipality (joined as the second respondent in the matter) to issue him with his driving licence and licence disc in respect of various vehicles under the circumstances where the Applicant has been served with an enforcement order.	The Agency opposed the matter and before the date of set down, the Parties agreed to settle out of court on the basis that Mr Edwards has rendered his application academic by paying for the enforcement order. After paying for the enforcement order, Mr Edwards could transact on eNaTIS by renewing his driving licence and licence disc.	Mr Edwards filed his notice of withdrawal and the matter was accordingly removed from the roll of the court.

Name of Litigant	Nature of the litigation	Current status	Management Actions
Howard Dembovsky v Department of Transport and Others	Mr Dembovsky 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 Director of Public Prosecutions.	Legal Services has gone through the papers and believe there is a cause to oppose the application. Consequenctly the Agency will file a notice of intentions to oppose the matter.	This application will be opposed after appointment of a service provider.

8 Strategic Context

8.1 National Development Plan

The NDP focus is that by 2030, investment in the transport sector will bridge geographic distances affordable, foster reliable and safety so that all South Africans access previously inaccessible economic opportunities, social space and services.

For example, NDP's Outcomes 4 (Economy infrastructure –The foundation of social and economic development) & Outcome 12 (Build safer communities) just like the SDGs' objectives, seek to end poverty and hunger in South Africa as it is in the world. The SDGs aim to combat inequalities across all countries; to build peaceful, just and inclusive societies;

to protect human rights and promote gender equality and the empowerment of women and girls; and to ensure the lasting protection of the planet and its natural resources.

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. The insights of the National Development Plan (NDP) are self-evident and it continues to provide an outstanding framework for all South African public sector entities to align their work to. During the strategic planning process, the RTIA ensured the alignment of its Strategy and APP with the NDP, the Government's Medium-Term Strategic Framework (MTSF), the Nine Point Plan as well as the strategic direction of the DoT.

The following figure shows the ways in which the RTIA aligns to the NDP 2030.

Alignment to NDP 2030 Goals
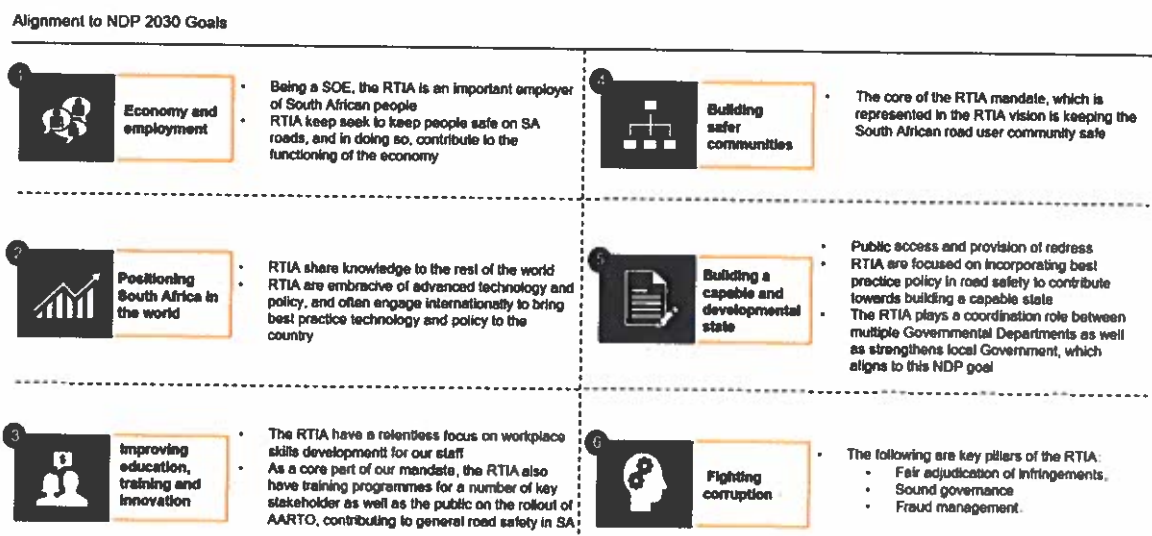
Figure 1: RTIA alignment to NDP 2030

RTIA seeks to prioritise and make impact on the following NDP pillars within the next five years:

- Building safer communities
- Economy and employment
- Economic Infrastructure

8.2 Seven Apex Priorities

The focus of this 6th administration is on accelerated implementation, working with all South Africans. Each of these 7 areas have apex priorities, towards which energy and resources shall be directed, and around which Government shall build social compacts with all stakeholders.

The table below summarises alignment of RTIA strategic objective to the 7 Apex Priority areas adopted by the 6th Administration:

Table 3: RTIA Contribution to 7 Apex Priorities

Apex Priority		Envisaged RTIA Contribution
Priority 1: Economic transformation and job creation Priority 7: Build a better Africa and World	Transforming the Economy to serve all South Africans, and create Jobs	Generate virtuous cycle of rising confidence, rising investment, higher employment, rising productivity and incomes through effective partnerships across society
Priority 2: Education, skills and health	Investing in the capabilities of all the people, through an Education and Skills revolution and Health	Build relevant capacity as road traffic infringement regulator, adjudicator & integrator to stimulate economic growth and support social-economic development goals
Priority 6: A capable, ethical and developmental state	Renewing and building a Capable, Honest Developmental State and a Social compact	
Priority 3: Consolidating the social wage through reliable and quality basic services	Advancing social transformation through the strengthening of the Social Wage	Enhance road-user behaviour, sustained enforcement of road traffic laws & standards through procedurally fair, reasonable and lawful administrative processes
Priority 4: Spatial integration, human settlements and local government	Tackle the persistence of apartheid Spatial development to build sustainable and safe Human settlements, towns and rural areas, and effective Local government	
Priority 5: Social cohesion and safe communities	Advance nation-building and social cohesion, and a safe South Africa for all	

The table below outlines a summary of the envisaged RTIA contribution to the specific DOT strategic thrusts:

DOT Strategic Thrust		Envisaged RTIA Contribution
Priority 1: Safety as an enabler of service delivery	While the mandate for protecting citizens from crime vests with the police, the public transport operator has a concomitant obligation to take responsibility measures to ensure the safety of citizens in its operational environment	Enhance road-user behaviour, sustained enforcement of road traffic laws & standards through procedurally fair, reasonable and lawful administrative processes

DOT Strategic Thrust		Envisaged RTIA Contribution
Priority 2: Public Transport that enables social emancipation and an economy that works	An economy that functions 24 hours requires a public transport system able to support industries be enabling workers to reach places of economic activity around the clock. An efficient, affordable safe and reliable public transport system is a pre-requisite if transport has to play its role as a driver of economic activity and enabler of economic output.	Build relevant capacity as road traffic infringement regulator, adjudicator & integrator to stimulate economic growth and support social-economic development goals
Priority 3: Infrastructures build that stimulates economic growth and job creation	Over the medium term, the Department is responsible for a total capital budget of R137 billion. This is a massive resource which should be directed such that it achieves maximum impact in growing the economy and creating jobs	Generate virtuous cycle of rising confidence, rising investment, higher employment, rising productivity and incomes through effective partnerships across society
Priority 5: Accelerating transformation towards greater economic participation	DOT and all its entities' contribution to broad-based black economic empowerment, skills development, innovation and the growth of small, medium, macro enterprises and cooperatives, with bias towards township, small towns and rural economy; and delivery high impact socio-economic projects	

8.3   DOT Five Years Strategic Plan Alignment

It is envisaged that RTIA, within next five years may contribute directly or indirectly to the key outcomes for the DOT, as outlined in the table below.

DOT Pillar	APEX PRIORITY	DOT Programme	DOT Outcome	RTIA Outcome/Contribution
PILLAR 1: A STRONG AND INCLUSIVE ECONOMY	PRIORITY 1: ECONOMIC TRANSFORMATION AND JOB CREATION	Programme: More jobs	Creating more decent jobs	Improve RTIA Accessibility & Voluntary Compliance
		Programme: Industrialisation, localisation and exports	Re-industrialisation of the economy and emergence of globally competitive sectors	
		Programme: Innovation	Increased access to and uptake of ICT	Integrated point demerit ecosystem
		Programme: Broadening and Sustaining Ownership	Increased ownership and participation by historically disadvantaged individuals	Improve RTIA Accessibility & Voluntary Compliance through extension of strategic partnerships
		Programme: Reduce Concentration and Monopolies	Competitive and accessible markets through reduced share of dominant firms in priority sectors	
		Programme: Reduce illicit Activities and Corruption	Reduced illicit activity and improved tax collection	
		Youth	Increased economic participation by youth	
		Women	Transform ownership and management patterns by supporting women-owned and led enterprises.	
		Persons with Disabilities	Transform ownership and management patterns by supporting enterprises led by persons with disabilities	

ANNUAL PERFOMANCE PLAN FOR 2020 – 2025

ROAD TRAFFIC INFRINGEMENT AGENCY (RTIA)

DOT Pillar	APEX PRIORITY	DOT Programme	DOT Outcome	RTIA Outcome/Contribution
PILLAR 2: CAPABILITIES OF SOUTH AFRICANS		Digital economy and the Fourth Industrial Revolution (4IR)	Inclusive economy, enabled by advanced digital technologies, which provides equally accessible, intelligent and competitive products and services through government and industry	Reliable Road User Research & Analytics
		Infrastructure sectors	Functional, reliable and efficient economic infrastructure sectors	Integrated point demerit ecosystem
	PRIORITY 2: EDUCATION, SKILLS AND HEALTH	Programme: Education and Skills	Improved education, training and innovation	Cultivate Good Road User Behaviour through educational programmes
	PRIORITY 4: SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT	Programme: Spatial Integration	A spatially just and transformed national space economy that enables equal access to social services and economic opportunities in cities, regions and rural areas	Improve RTIA Accessibility & Voluntary Compliance
		Programme: Urban and rural development	Improved connectivity and linkages and enhance the developmental potential of each area towards improving the quality of life in each area	
		Programme: Environmental Management	Protection of vulnerable communities and workers to the transition to low carbon economy	
		Programme: Public transport	Increased access to affordable and integrated transport system	
	PRIORITY 5: SOCIAL COHESION AND SAFE	Programme: Building safer communities	Strengthened criminal justice system, professionalised South	Efficient & Fair Adjudication Process

ROAD TRAFFIC INFRINGEMENT AGENCY (RTIA)

DOT Pillar	APEX PRIORITY	DOT Programme	DOT Outcome	RTIA Outcome/Contribution
	COMMUNITIES		African Police Service, and improved community participation in public policing	
PILLAR 3: A CAPABLE STATE	PRIORITY 6: A CAPABLE, ETHICAL AND DEVELOPMENTAL	Programme: Fighting corruption and promoting integrity	Improved level of trust in the public sector and credibility of public institutions	Efficient & Fair Adjudication Process
	PRIORITY 7: A BETTER AFRICA AND WORLD	Increased investment opportunities for foreign direct investment in the South African economy		

8.4 United Nations Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by world leaders at the United Nations in 2015, sets out an ambitious plan of action for the peoples of the world. There are seventeen (17) SDGs and 169 targets which validate the scale and drive of the new universal agenda which seeks to end global poverty and hunger. The Sustainable Development Goals (SDGs) are in line with our National Development Plan (NDP).

Countries including South Africa are committed to the SDGs with the aim to creating conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, considering different levels of national development and capacities. The SDGs are integrated and inseparable and balance the three dimensions of sustainable development, namely, the economic, social and environmental. It also seeks to combat inequalities within and among countries; build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and children; and to ensure the lasting protection of the planet against the reality of global warming and its effect on natural resources. Countries committed to the SDGs aim to create conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, considering different levels of national development and capacities.

Out of the 17 SDGs, three are applicable to the RTIA's AARTO implementation. Goal 9 (Industry innovation & Infrastructure), Goal 16 (Peace, Justice & Strong Institutions) and Goal 17 (Partnerships for goals) summarise the theme for innovative industry and road infrastructure to enhance peace, justice through strong regulated transport institutions. The above-mentioned SDGs have several sub-goals that cover areas from road infrastructure to Information technology.

The table below outlines the goals and sub-goals most relevant to the RTIA.

Table 4: United Nations Sustainable Development Goals

SDG	Sub Goal/Target
SDG9: Industry innovation & Infrastructure	• Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure • Promote inclusive and sustainable industrialization • Increase the access of small-scale industrial and other enterprises • By 2030, upgrade infrastructure and retrofit industries to make them sustainable • Enhance scientific research, upgrade the technological capabilities of industrial sectors • Facilitate sustainable and resilient infrastructure development in developing countries • Support domestic technology development,

SDG	Sub Goal/Target
SDG16: Peace, Justice & Strong Institutions	• Significantly reduce all forms of violence • End abuse, exploitation, trafficking& all forms of violence against & torture of children • Promote the rule of law at the national & international levels • By 2030 significantly reduce illicit financial & arms flows • Substantially reduce corruption & bribery • Develop effective, accountable & transparent institutions at all levels • Ensure public access to information • Strengthen relevant national institutions • By 2030 provide legal identity • Promote & enforce non-discriminatory laws
SDG17: Partnerships for Sustainable Development goals	• **FINANCE** • Strengthen domestic resource mobilisation • Developed counties to implement fully their official development assistance commitment • Mobilise additional financial resources for developing countries • Assist developing countries in attaining long term debt sustainability • Adopt & implement investment promotion regimes **TECHNOLOGY** • Enhance north-south, south-south & triangular regional & international cooperation • Promote the development, transfer, dissemination & defusing of environmentally sound technologies • Fully operationalise the technology bank & science **CAPACITY BUILDING** • Enhance international support for implementing effective & targeted capacity building **TRADE** • Promote a universal, rules-based, open, non-discriminatory & equitable multilateral trading system under the world trade organisation • Significantly increase the export of developing countries • Realise timely implementation of duty-free & quota **SYSTEMETIC ISSUES** (Policy & Institutional coherence) • Enhance global macro-economic stability • Enhance policy coherence for sustainable development • Respect each counties' policy space & leadership **MULTI-STAKEHOLDER PARTNERSHIPS** • Enhance the partnership for sustainable development • Encourage & promote effective public, public-private & civil society partnerships

8.5   African Union (AU) Agenda 2063

Agenda 2063 is a strategic framework for the socio-economic transformation of Africa over the next 50 years. It builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. Agenda 2063 ambitions including an integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance; an Africa of good governance, democracy, respect for human rights, justice and the rule of law; a peaceful and secure Africa with a strong cultural identity, common heritage, shared values and ethics; an Africa whose development is

people-driven, relying on the potential of African people, and Africa as a strong, united and influential global player and partner.

These aspirations have priority areas which are aligned to the United Nation's SDGs and the RTIA's recently approved AARTO implementation.

Linking the implementation of AARTO to the African Union priorities implies linking it to SDGs and SADC development priorities. All these national and international role-players become RTIA's stakeholders, especially when implementing the AARTO Act.

8.6 UN Global Plan

The figure below depict the key pillars of the UN Global Plan for 2011 – 2020.

Pillar 1: Road safety management	Pillar 2: Safer roads and mobility	Pillar 3: Safer vehicles	Pillar 4: Safer road users	Pillar 5: Post crash response
• Adhere to and/or fully implement UN legal instruments and encourage the creation of regional road safety instruments. • Encourage the creation of multi-sectoral partnerships and designation of lead agencies with the capacity to develop and lead the delivery of national road safety strategies, plans and targets, underpinned by the data collection and evidential research to assess countermeasure design and monitor implementation and effectiveness.	• Raise the inherent safety and protective quality of road networks for the benefit of all road users, especially the most vulnerable (e.g. pedestrians, bicyclists and motorcyclists). • This will be achieved through the implementation of various road infrastructure agreements under the UN framework, road infrastructure assessment and improved safety-conscious planning, design, construction and operation of roads.	• Encourage universal deployment of improved vehicle safety technologies for both passive and active safety through a combination of harmonization of relevant global standards, consumer information schemes and incentives to accelerate the uptake of new technologies.	• Develop comprehensive programmes to improve road user behaviour. • Sustained or increased enforcement of laws and standards, combined with public awareness/education to increase seat-belt and helmet wearing rates, and to reduce drink-driving, speed and other risk factors.	• Increase responsiveness to post-crash emergencies and improve the ability of health and other systems to provide appropriate emergency treatment and longer term rehabilitation for crash victims.

Figure 2: UN Global Plan Pillars

Whist RTIA may contribute directly towards pillar 4, it may also contribute broadly towards pillar 1, to contribute towards road safety management ecosystem.

9 Institutional Policies and Strategies over the five-year planning period

9.1 Social Impact & Sustainability

RTIA seeks to contribute towards broader socio-economic impact by building safer road communities, enhancing socio-economic infrastructure and partner for economy and employment

The following key objectives will this guide RTIA to achieve the above, within the next five years:

- Building partnership networks with Road Safety NGO's
- Initiation of change and rehabilitation programs to improve road user behaviours within communities across the country
- Establish and maintain sustainable operations that result in Informed & compliant road users and significant decrease in road deaths
- Contribution to broader road safety management ecosystem
- Creation of job opportunities through expansion of RTIA footprint and the broader enterprise development strategies.

9.2 Community & Customer Focus

Better understanding of targeted consumers and users of RTIA services will be critical within the next five years, as RTIA seeks to be more accessible to make the meaningful impact to the broader communities.

The following will this guide RTIA to achieve the above, within the next five years:

- Rigorous segmented customer services management capabilities underpinned by reliable consumer analytics and directed marketing & communication strategies.
- Consistent access to reliable road user analytics and integrated infringement information.
- Cost-effective, integrated and revamped service channels—walk-ins, Web Portal, APP and inbound & outbound call centre services.
- Expansion of RTIA accessibility through service outlets and enterprise development programme.
- Targeted and research-driven upscaling Public Education efforts on AARTO and rehabilitation programmes.

9.3 Resources & Information Management

The effective operation of RTIA requires the establishment of the appropriate information management system and database connected with the national contraventions register, to create, process and maintain records with regard to any work completed by RTIA. The implementation of integrated systems to enable effective information management, integrated & efficient RTIA resource management and implementation of reliable points demerit system.

The following will this guide RTIA to achieve the above, within the next five years:

- Implement cost-effective information management capabilities to support the entire RTIA value chain through ongoing creation, codification, transfer and application of knowledge that contributes to the improved efficiency and effectiveness of the AARTO ecosystem.

- Investment in technology systems to enable efficient & automated business processes and to take advantage of emerging digital technologies.

- Implement the reliable demerit system as the nerve centre for AARTO management ecosystem.

- Establishment and operation of a robust research & analytics environment.

- Implement Integrated and Efficient Administration & Operations capabilities underpinned by reliable, business needs driven and cost-effective ICT architecture.

PART B: OUR STRATEGIC FOCUS
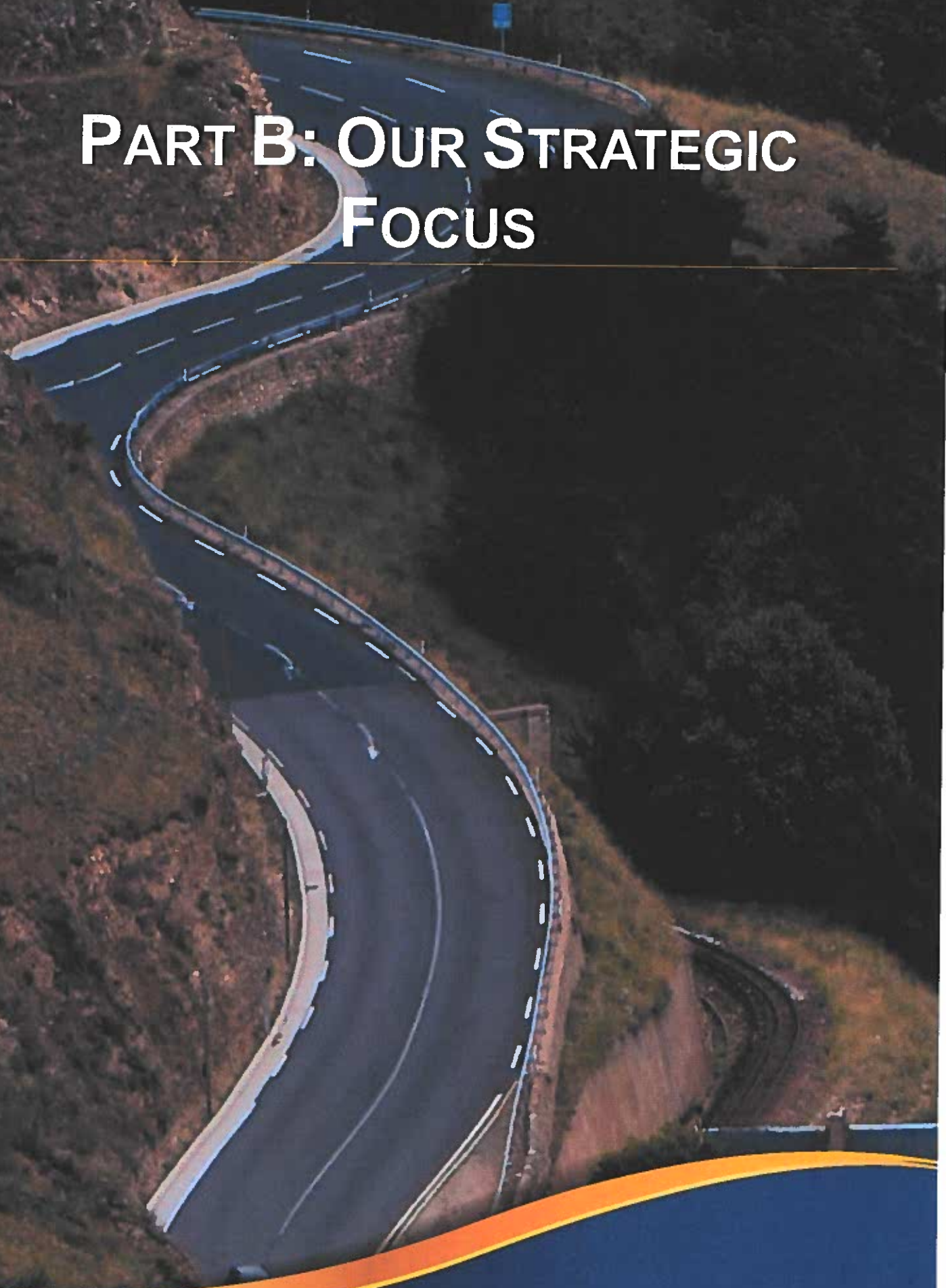
10 RTIA Strategic Direction

10.1 Vision

"A safe road user community".

10.2 Mission

The Mission of the RTIA is:

"To encourage compliance with road traffic laws in South Africa through procedurally fair, reasonable and lawful administrative processes."

10.3 Motto

"Justice in Adjudication".

10.4 Values

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

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

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

Value		Description
1	Accessibility	Being available to serve and be reached by all our stakeholders across the country in line with our purpose and mandate
2	Accountability	Being responsible and answerable for our actions and decisions
3	Transparency	Being open with stakeholders and communicating the basis upon which decisions are made and actions taken
4	Integrity	Being truthful, uncompromising, and acting impartially, without fear or favour in our relationships with all stakeholders
5	Innovation	To embrace a disruptive and innovative approach in all that we do in order to deliver exceptional quality of service and deliver on our mandate within a rapidly changing external and internal environment

Figure 3: RTIA Values

10.5 Strategic Principles

The following principles will guide the focus areas for RTIA within the next five years:

a) **Socio-economic impact** – RTIA has a critical role to play towards enhancing economic infrastructure, economy & employment and building safer road user community.
b) **Sustainable business model** – RTIA strives for sustainable growth and autonomy.
c) **Optimum operating model** – RTIA adopts an operating model that enables operational efficiency, cost-effective accessibility and consistent service experience.
d) **Learning Organisation** – RTIA strives for continuous improvement and build the necessary capabilities for service excellence and towards a world-class organisation.
e) **Digital Native** – RTIA will at all times consider the opportunities for technology innovation and adoption of appropriate digital technologies to enhance its competitiveness and efficiency

10.6 RTIA Strategy Statement

RTIA will strive for service excellence in the next five years, driven by the need for self-sustainability, efficient operations and innovation.

The following strategic thrusts underpins RTIA strategy over the five years:

- RTIA Key Strategic Role & Re-positioning - build strategic competencies to position RTIA as integrator and nerve centre for AARTO management.
- Revenue Generation – implementation of hybrid and diversified funding model underpinned by aggressive growth & reinvestment strategy aligned to RTIA strategic choices over long term
- Road User Safety & Rehabilitation - development and implementation of comprehensive stakeholder & partnership model to ensure concerted efforts towards impact on road user behaviour and proactive road user safety

- AARTO National Roll-out Readiness - initiation of AARTO roll-out programme run from the office of CEO that will incorporate a comprehensive consultation processes, including due-diligence and understanding specific ICT systems requirements and needs to enable sustainable AARTO
- Innovation & Technology Enablement - development and implementation of business needs driven ICT & operating technology strategy and architecture, supported by multi-year ICT infrastructure and systems investment plan.
- Building Intelligent & Smart Operations - development and implementation of optimum operating model underpinned by the principles of establishing organisation culture and effective change management

11 Organisational Structure

11.1 Governance structure

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

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

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

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

11.2 Operational Structure

The current operational structure of the RTIA was approved by the Accounting Authority. The structure has been adjusted over time to ensure that it remains relevant and appropriate to organisational requirements. It ensures that the RTIA continues to have the right people, with the right skills and competencies available at the right time, at the appropriate level to deliver on its mandate.

The RTIA's organisation structure ensures the appropriate blend of leadership continuity and workforce flexibility that ultimately contributes to the RTIA being an agile, responsive and efficient organisation. The current approved organisational structure is presented below.

ROAD TRAFFIC INFRINGEMENT AGENCY (RTIA)
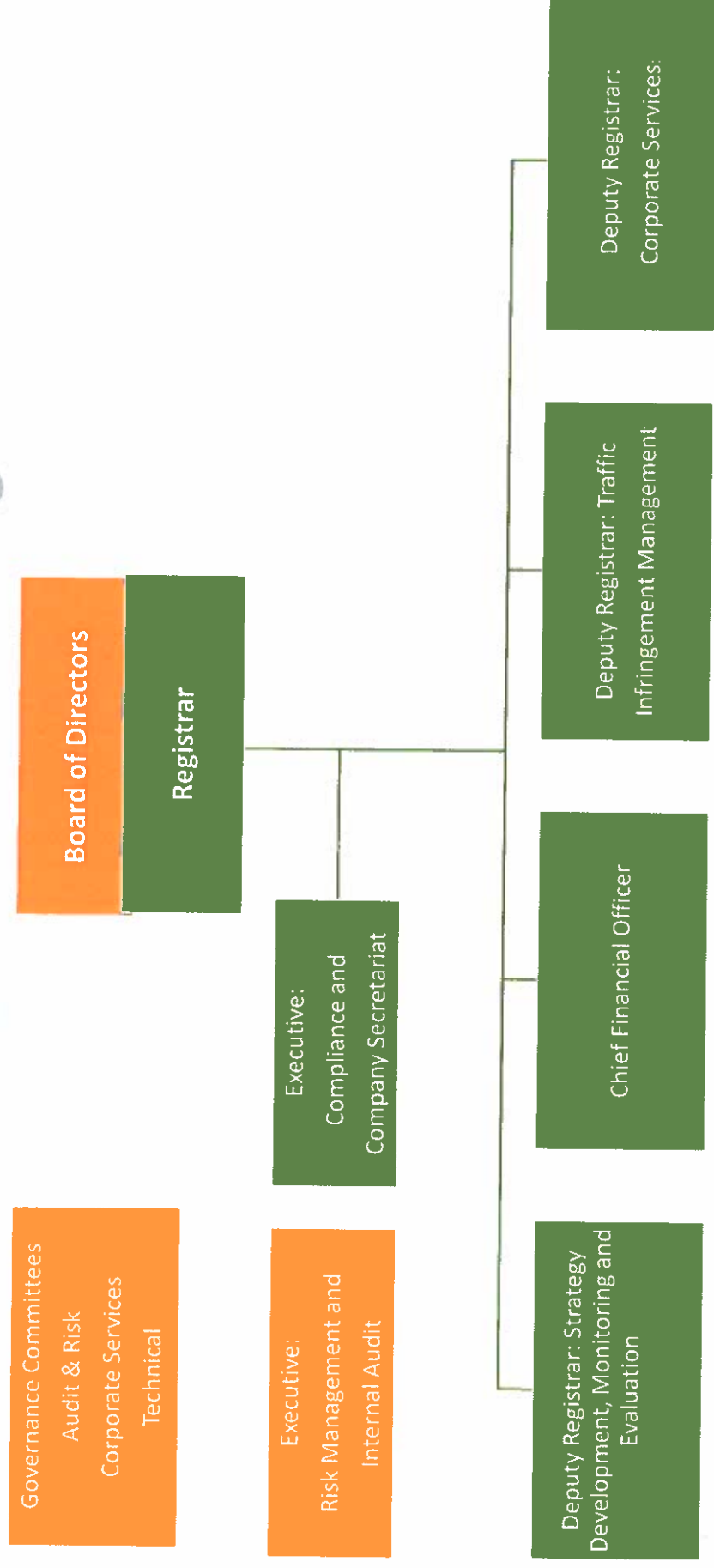
Figure 4: Current approved organisation structure

12 Situational Analysis

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

The AARTO process starts with the detection by a traffic officer of an infringement committed by an infringer. Upon allegedly committing an infringement, an authorised officer or a person duly authorised by an issuing authority, must serve or cause to be served on the allegedly identified infringer an infringement notice.

The figure below indicates the total number of notices captured between 2014/15 and 2018/19 financial years.
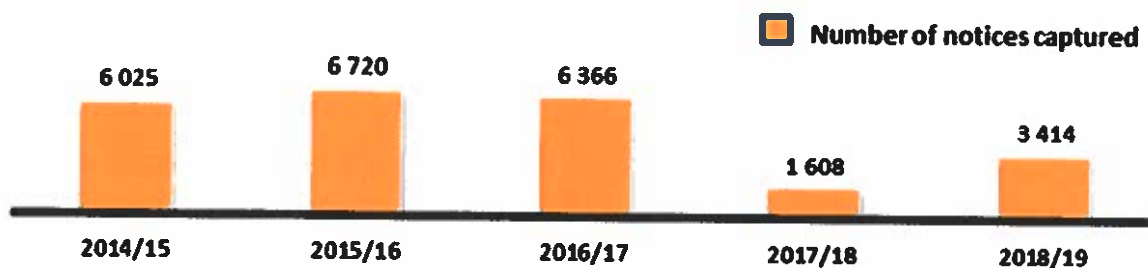
Figure 5: Total number of notices captured between 2014/15 and 2018/19

Figure 5 shows that there has been a significant decline in the total number of notices captured and uploaded from 2017/18. However, there has been more than a double increase in notices captured and uploaded in the 2018/19 financial year. Despite the increase in the number of notices issued and captured in 2018/19, a decline in revenue collection was experienced, as presented in the figure 2, below:
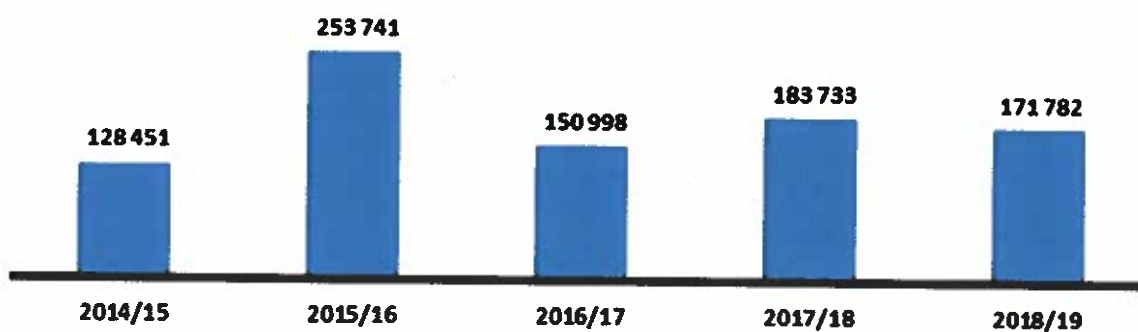
Figure 6: Total RTIA revenue between 2014/15 and 2018/19

An Infringement Notice is served either in person or through registered mail to the alleged infringer.

The AARTO process allows the alleged infringer to select any one of the following five options to be exercised within a period of 32 days after having received such notice:

1. To pay the penalty, reduced by the discount amount contemplated, if paid within the set timeframe of 32 days; or

2. Elect to pay in instalments; or

3. Submit a representation; or

4. Nominate the driver or person in control of the vehicle at the time the alleged infringement was committed, if it was not the owner.

ANNUAL PERFOMANCE PLAN FOR 2020 – 2025

Table 5: The elective rates by infringers

	2016/17	2017/18	Change	% Change
Representations	96 310	133 790	37 480	38.92
Nominations	65 868	26 376	-39 492	-59. 96
Court	386 261	286 390	-99 871	-25.86
Instalments	622	474	-148	-23.79
Revocation of Enforcement Order	12 392	41 451	29 059	234.50
Total	561 453	488 481	-72 972	-13.00

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

- -23.79% elected to pay in instalments;
- 38.92% submitted representations;
- 25.86% elected to be tried in court; and
- -59.96% nominated drivers.

The statistics above indicate that there is a low compliance rate with the provisions of the AARTO Act. Thus, the Agency continues with the overwhelming task of changing road user attitudes and perceptions.

In order to assist with this process, the following measures amongst others, will be pursued:

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

12.1 Organisational Environment (Internal-SWOT)

Strength	Weaknesses
• AARTO Experts	• Lack of accessibility (Office location)
• Strong leadership	• Insufficient capacity
• People multi-skilled	• Low use of technology interventions
• Skilled and competent employees	• Inadequate funding
• Operational stability	• Lack of clear operating model
• Internal processes	• Lack of automated integrated processes (lack of technology)
• Strong Legislation	• Lack of access to real online data (NCR)
• Good governance	• Inadequate office accommodation
• Approved AARTO Amendment	• Inadequate customer touch point
• Functional NCR	• Interdependencies (External)
• Strategic partners identified	• Insufficient focused & aggressive marketing strategies
	• Lack of mechanism to penalise foreign drivers
Opportunities	**Threats**
• Effective stakeholder management	• Lack of Understanding of Point Demerit System by the public.
• Embedding our national footprint	• Distorted public image relating to AARTO
• Improve revenue streams and sustainability	• Non-payment of revenue collected by collecting agents.
• Consultation on AARTO within the African	• Corruption with road traffic law enforcement
• Attract talent through the in-house bursary scheme	• Financial Resource Uncertainty for AARTO roll-out
• Value proposition of the targeted customer segment	• Mandate encroachment
• Implementation of new best practices within road safety space. Influential to cross border road safety practices, e.g. point demerit system	• Financial sustainability
• Using of other means of serving infringers as stipulated by the AARTO act, e.g. Electronic serving and personal services.	• Change in political administration
• Educate, rehabilitate, penalise and change behaviour of Road Users for socio-economic impact.	• Lack of support from civil society groups
• Expansion of offices and service channels to increase accessibility	• Lack of support from stakeholders and general public
• Shaping South African law enforcement goals and priorities	• Dysfunctional municipalities
	• Limited capacity for full AARTO national roll-out

• Rehabilitation programme to drive road user behaviour • Decentralised operations to improve services delivery	

12.2 External Environment (External: PESTEL)

Political	Economical	Social
• Political stability • Renewed focus on SOEs as socio-economic value creator • Inter-Departmental integration	• Declining economy meaning companies and consumers have less money to pay fines • High unemployment rate resulting in inability for collect revenues	• Community dissatisfaction with government and Social rebellion • Declining quality of drivers due to fraud and corruption • Influx of undocumented cars, and foreign licenced drivers not linked to NaTIS
Technological	**Environmental**	**Legal**
• Gaps in legislation that is not addressing advances in transport • Government still lagging behind in automating and integrating processes. • High Data costa and poor internet penetration in RSA • Disruption technologies and 4IR & AI	• Climate change • Road conditions • Overreliance on printing • Increasing vehicle population emissions • Increase in number of vehicles, distorting law enforcement officers to motorist ratio. • Outdated and poorly designed and maintained road network.	• Cumbersome laws • Highly litigious environment • Multiple contracts dealing with one issue at different provinces. • Slow judicial process. • Litigation from advocacy groups resting in decreased cash flows and brand reputational damage. • Highly regulated labour environment that does not allow for 24-hour law enforcement

PART C: MEASURING OUR PERFORMANCE
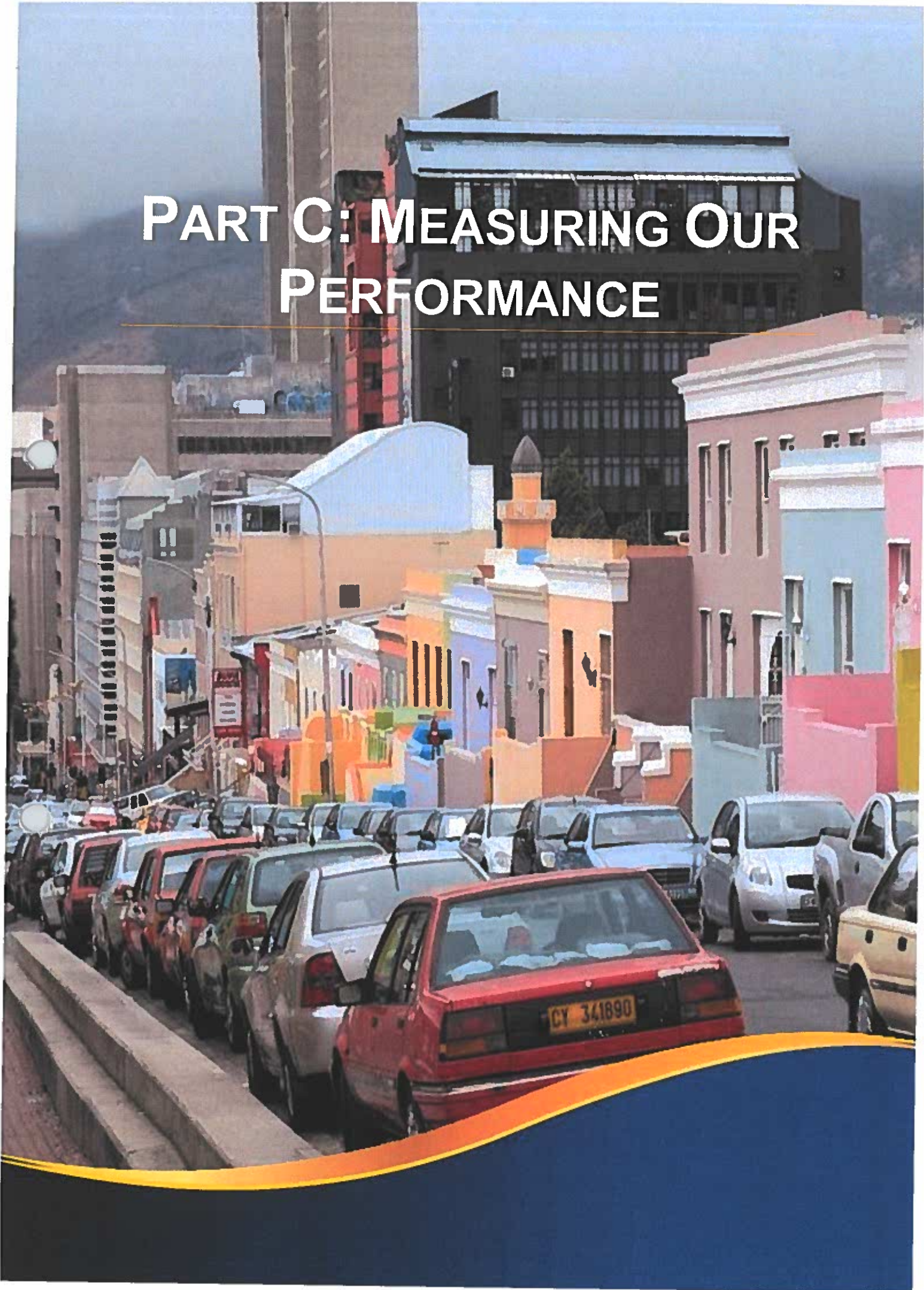
13 Institutional Performance Information

13.1 Measuring the Impact

Impact Statement		Key Socio-Economic Measures
Building safer road communities	Enhance road-user behaviour, sustained enforcement of road traffic laws & standards through procedurally fair, reasonable and lawful administrative processes	• Reduction of infringements/contravention through world class point demerit system • Reduction of costs related to crashes, fatalities and injuries • Transport safety and security index • AARTO Public Awareness and Legislative Education
Enhance Socio-Economic Infrastructure	Build relevant capacity as road traffic infringement regulator, adjudicator & integrator to stimulate economic growth and support social-economic development goals	• Reduced corruption in the licensing environment (DLTCs, VTCs, DGOs) • Creation of AARTO Service Outlets • Increase AARTO Service Footprints • Creation of Enterprises (SMME Local Economic Development)
Partner for Economy and employment	Generate virtuous cycle of rising confidence, rising investment, higher employment, rising productivity and incomes through effective partnerships across society	• Effective & efficient law enforcement • Partnership with Youth Groups • Appointment of youth, women and people with disability • Internship programmes

13.2 Measuring Outcomes

Outcome	Outcome Statement	Outcome Indicator	Baseline	Five-year target
Improve RTIA Accessibility & Voluntary Compliance	Improve RTIA accessibility & administrative efficiencies to enable voluntary compliance to infringement notices	RTIA Footprint & Reach — Service Outlets, Regional Offices and Digital Channels	• Service Outlets • Mobile Units • Digital Channels • Walk-Ins/Regional Offices	Full roll-out of partnership model to implement enterprise development strategy to create sustainable service outlets to enable local economic development, entrepreneurship and sustainable job creation.

Outcome	Outcome Statement	Outcome Indicator	Baseline	Five-year target
Cultivate Good Road User Behavior	Cultivate an informed and complaint road user to reduce road law infringement, crashes and fatalities	Transport safety and security index/ Impact of AARTO Public Awareness and Legislative Education	As per Annual Report	Full roll-out of demerit system management capabilities & positioning RTIA as integrator of road infringement information & analytics
Efficient & Fair Adjudication Process	Improve RTIA adjudication efficiencies to ensure compliance with enforcement orders	Adjudication turnaround time & success rate—reduction in court hearings	As per Annual Report	
Integrated point demerit ecosystem	Enable an integrated & efficient point demerit ecosystem to improve the quality of road infringement information, analytics & knowledge	Reduction of infringements/contravention through world class demerit point system	Piloted and limited demerit system	
Reliable Road User Research & Analytics	Establish the prescribed information management system connected with the national contraventions register and other relevant road safety systems, to create, process and maintain records with regard to RTIA mandate	Provision of AARTO research & analytics	RTIA predominately manual and cumbersome processes	Build, implement and maintain digital platform to enable intelligent & smart RTIA operations.

13.3 Explanation of Planned Performance over the Five Year Planning Period

- RTIA Re-Position for sustainable growth and autonomy

- Focus on longer-term impact and presence in line with NDP vision 2030

- Reconfigure capabilities & capacities to respond to opportunities related to demerit system management & authority

- Build strategic competencies as Integrator & Researcher for road safety analytics—nerve centre for road safety management

- Focus and Leverage on existing revenue streams in a short to re-invest for long term growth

- Consider strategic use of technology to expand national footprint and accessibility—leading in 4IR

14 Programme Information

14.1 Programme 1: AARTO Administration & Education

14.1.1 Purpose

This component is primarily responsible for all administration, education and awareness activities in line with the provisions of the AARTO Act. It is directly responsible for delivery of outputs that contribute to attaining the strategic outcome-oriented goals. It supports the following strategic objectives:

- To stimulate and encourage positive change in road user behaviour.

14.1.2 Sub-programmes

- Provincial operations: Facilitate and oversee all provincial operations related to the RTIA mandate.
- Communications: Facilitates greater awareness of the RTIA's mandate and ensures that there are regular, structured opportunities for engagement with key stakeholders. This ensures that the RTIA operates in an environment where all internal and external stakeholders are well informed and in which the activities of stakeholders may be effectively aligned to those of the RTIA.

14.1.3 Programme Performance Information

ROAD TRAFFIC INFRINGEMENT AGENCY (RTIA)

Table 6: Programme 1 - AARTO Administration & Education Performance Information

Programme 1: AARTO Administration & Education

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

Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23
Improve RTIA Accessibility & Voluntary Compliance	Implement mobile Application supported by a digital campaign	Implementation of RTIA Mobile App.	Current RTIA's Twitter followers.	Develop the RTIA Mobile APP	Implement the RTIA Mobile APP	Implement the RTIA Mobile APP

14.2 Programme 2: Adjudication & AARTO Support

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

- To discourage the contravention of road traffic laws through increased compliance and adjudication.
- To facilitate the readiness and support of key stakeholders in the national implementation of AARTO.

b) **Description of sub-programmes**

- Infringement adjudication and demerit management: Facilitate adjudication of road traffic infringements and readiness of implementation of a point demerit system.
- Information management: Facilitate research and information management within RTIA.

Table 7: Programme 2 – Adjudication & AARTO Support Performance Information

Programme 2: Adjudication & AARTO Support						
Strategic Goal 2: Voluntary compliance with road traffic laws						
Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23
Improve RTIA Accessibility & Voluntary Compliance	Improve RTIA efficiencies to ensure compliance with AARTO processes	Implementation plan for electronic service to issue courtesy letters and enforcement orders	New.	Develop the implementation plan of the electronic service of CL and EO	Implementation of the electronic service system	Monitoring and evaluation of the electronic service system
Cultivate Good Road User Behavior	Stimulate and encourage positive change in road user behaviour	% of received representations adjudicated within 21 days	100% of representation s adjudicated within 21 days of date of receipt	100% of representation s adjudicated within 21 days of date of receipt	100% of representation s adjudicated within 21 days of date of receipt	100% of representation s adjudicated within 21 days of date of receipt

14.3 Programme 3: AARTO Information & Analytics

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

b) **Description of sub-programmes**

- Information management: Facilitate research and information management within RTIA.
- AARTO Analytics – implementation of appropriate digital technologies and data mining tools.

ROAD TRAFFIC INFRINGEMENT AGENCY (RTIA)

Table 8: Programme 3 – AARTO Information & Analytics Performance Information

Programme 3: AARTO Information & Analytics

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

Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23
Improve RTIA Accessibility & Voluntary Compliance	Aarto Web Portal developed	Implementation of integrated service channels	Existing AARTO website	Revamp AARTO Web Portal	Implement the revamped AARTO Web Portal	Maintenance and support of the revamped AARTO web portal

14.4 Programme 4: Governance & Sustainability

a) **Purpose**: Provide strategic leadership to the RTIA to ensure the successful implementation of its legislative mandate through flexible, efficient and sustainable resource solutions and supporting services.

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

ROAD TRAFFIC INFRINGEMENT AGENCY (RTIA)

Table 9: Programme 4 – Governance & Sustainability Performance Information

Programme 4: Governance & Sustainability

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

Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23
Efficient & Fair Adjudication Process	Implement automated and integrated operating environment	Implementation of AARTO administration electronic services	Define, streamline and prioritise AARTO administration processes	N/A	Implementation of AARTO administration workflows for back-office processes	Implement self-service for all infringement notices elective options
Organisational Re-alignment	Re-aligned organisation structure	Implementation of the re-aligned organisation structure	New	Implement organisational structure	Implement organisational structure	Implement organisational structure

14.1 Programme 5: AARTO Rollout Programme

a) **Purpose**: to position the RTIA to address seamless and coordinated implementation of AARTO by all key stakeholders countrywide.

b) **Sub-programmes**
- The Office of the Registrar – provides strategic direction and oversight to the operations of the RTIA.
- AARTO PMO – comprehensive programme to oversee the full national roll-out of AARTO.

14.1.1 Programme Performance Information

Table 10: Programme 5 – AARTO Rollout Programme Performance Information

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

Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
			2019/20	2020/21	2021/22	2022/23
Efficient & Fair Adjudication Process	Influence change in driver behaviour	Number of public awareness and education campaigns implemented to influence change in road user behaviour.	100 AARTO public awareness and education campaigns	24 AARTO public awareness and education campaigns	Number of AARTO awareness education campaigns	Number of AARTO public awareness and education campaigns
		Number of AARTO Digital public awareness and education campaigns implemented (on line social media, RTIA website and aarto.gov.za)	New	360 AARTO Digital public awareness and education campaigns (on line social media, RTIA website and aarto.gov.za)	Number of AARTO Digital public awareness and education campaigns (on line social media, RTIA website and aarto.gov.za)	Number of AARTO Digital public awareness and education campaigns (on line social media, RTIA website and aarto.gov.za)

15 Quarterly Milestones

15.1 Programme 1: AARTO Administration & Education

Output Indicators	Reporting Period	Annual Target 2020/21	Quarterly Targets			
			1st	2nd	3rd	4th
Development of the RTIA Mobile App.	Quarterly	Develop the RTIA Mobile APP	N/A	Gather User Requirements	Develop Application Requirements	Application Development

15.2 Programme 2: Adjudication & AARTO Support

Output Indicators	Reporting Period	Annual Target 2020/21	Quarterly Targets			
			1st	2nd	3rd	4th
Development of electronic service plan to issue courtesy letters and enforcement orders	Quarterly	Implementation plan for the electronic service of CL and EO	N/A	Review the business processes	Engage SAPO and the RTMC	Develop an implementation plan
% of received representations adjudicated within 21 days	Quarterly	100% of representation s adjudicated within 21 days of date of receipt	100% of representation s adjudicated within 21 days of date of receipt	100% of representation s adjudicated within 21 days of date of receipt	100% of representation s adjudicated within 21 days of date of receipt	100% of representations adjudicated within 21 days of date of receipt

15.3 Programme 3: AARTO Information & Analytics

Output Indicators	Reporting Period	Annual Target 2020/21	Quarterly Targets			
			1st	2nd	3rd	4th
Implementation of integrated service channels	Quarterly	Revamp AARTO Web Portal.	N/A	Gather User Requirements	Develop Web Portal Requirements	Web Portal Development

15.4 Programme 4: Governance & Sustainability

Output Indicators	Reporting Period	Annual Target 2020/21	Quarterly Targets			
			1st	2nd	3rd	4th
Implementation of the re-aligned organisation structure	Quarterly	Implement organisational structure	N/A.	Implement the matching and placement report	Fill positions in line with the re-aligned organisational structure.	Fill positions in line with the re-aligned organisational structure.

15.5 Programme 5: AARTO Rollout Programme

Output Indicators	Reporting Period	Annual Target 2020/21	Quarterly Targets			
			1st	2nd	3rd	4th
Number of public awareness and education campaigns implemented to influence change in road user behaviour	Quarterly	24 AARTO public awareness and education campaigns	N/A	N/A	12 AARTO public awareness and education campaigns	12 AARTO public awareness and education campaigns
Number of AARTO Digital public awareness and education campaigns implemented (on line social media, RTIA website and aarto.gov.za)	Quarterly	360 AARTO Digital public awareness and education campaigns (on line social media, RTIA website and aarto.gov.za)	N/A	120 AARTO Digital public awareness and education campaigns	120 AARTO Digital public awareness and education campaigns	120 AARTO Digital public awareness and education campaigns

16 Finance Plan

16.1 Key Finance Initiatives

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

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

- Drastic reduction in the collection of infringement fees

- Continued sound financial governance and performance with the proceeded by the attainment of unqualified audit opinions. Sound financial management controls embedded in the processes.
- Investment in an integrated financial management solution to deliver on our processes.
- Implementation of recommendations made by the Audit and Risk Committee.
- The continuous updating and implementation of the Finance policies and Standard Operating Procedures.

For the upcoming period the focus point will shift towards the following identified business function goals:

- Enhance the sustainability of the continued operations by:
    - Exploring of alternative revenue streams to boost the current liquidity position.
    - Identifying additional funding partners for the ED and National Roll-out model.

- Implement the Supply Chain Management (SCM) Strategy to:
    - Enhance technology to streamline and harmonise transactions and processes.
    - Ensure an efficient and intelligent SCM system that is aligned to the National Treasury best practices.

- Support business across all its key measurement needs, providing relevant understandable information by:
    - Improved budget reporting to support business analysis.
    - Delivery of quality relevant information to support decision making.

16.2 Multi-year finance projections

Budget allocations have been made by National Treasury for the specific five and MTEF years outlined in table below together with the expected grant allocation. The budget estimate changes may be applied for accordingly during the three years METF period and on each ensuing year.

The following table sets out the actual and budget forecasts of the for the next MTEF period.

Table 11: Statement of Infringement fees and Spending

Figures in R'000	Actual 2016/17	Actual 2017/18	Actual 2018/19	Estimate 2019/20	Five Years Budget Estimates				
					2020/21	2021/22	2022/23	2023/24	2024/25
Government grant	10,092	17,696.00	11,722.00	7,770.00	8,197.00	8,648.00	9,080.00	9,624.80	10,202.29
Infringement fees	140,906	166,036.00	160,060.00	247,596.00	228,000.00	294,185.00	312,031.00	330,752.86	350,598.03
Adjusted Budget/Relief Funding					80,021.00				
Interest received	9,930	8,656.00	6,600.00	1,742.00	-	-			
Total income	160,928	192,388.00	178,382.00	257,108.00	316,218.00	302,833.00	321,111.00	340,377.66	360,800.32
Other Income	151.00	10.00	374.00	-					
Impairment loss on assets	-	-	-	-	-	-	-		-
Depreciation and amortization on assets	4,170	3,372	3,309	3,500	3,675.00	3,932.00	4,168.00	4,418.08	4,683.16

ROAD TRAFFIC INFRINGEMENT AGENCY (RTIA)

Figures in R'000	Actual 2016/17	Actual 2017/18	Actual 2018/19	Estimate 2019/20	Five Years Budget Estimates				
					2020/21	2021/22	2022/23	2023/24	2024/25
Employment costs	76,703.00	82,216.00	81,707.00	115,167.00	147,355.00	137,141.00	145,491.00	154,220.46	163,473.69
Other operating expenses	62,790.00	125,157.00	103,664.00	126,441.00	159,188.00	161,760.00	171,452.00	181,739.12	192,643.47
Other operating expenses	62,790.00	125,157.00	103,664.00	126,441.00	155,322.00	161,760.00	171,452.00	181,739.12	192,643.47
Repairs and maintenance	353.00	296.00	79.00	-	-	-	-		
Rental Mobile Buses	958.00	11,665.00	10,401.00	12,000.00	6 000.00				
Total spending	144,974.00	222,706.00	199,160.00	257,108.00	316,218.00	302,833.00	321,11.00	340,377.66	360,800.32
(Deficit) / Surplus	16,105.00	(30,308.00)	(20,404.00)	-	-	-	-	-	-
Capital expenditure	683.00	1,785.00	1,408.00	8,900.00	20,900.00	16,735.00	24,500.00	26,076.00	24,600.00

ROAD TRAFFIC INFRINGEMENT AGENCY (RTIA)

Figures in R'000 Programme	Budget 2020/21	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
Programme 1: AARTO Administration & Education	50,241.00	53,254.00	56,449.00	60,400.00	64,628.00
Programme 2: Adjudication & AARTO Support	127,861.00	131,293.00	139,170.00	148,911.90	159,335.73
Programme 3: AARTO Information & Analytics	6,500.00	5,500.00	6,500.00	6,200.00	6,400.00
Programme 4: Governance & Sustainability	87,197.00	89,930.00	94,655.00	98,942.00	102,698.63
Programme 5: AARTO Rollout Programme	41,419.00	22,856.00	24,227.00	25,923.00	27,737.00
Total	316,218.00	302,833.00	321,001.00	340,377.66	360,800.32

Table 12: Budget allocation per programme

ROAD TRAFFIC INFRINGEMENT AGENCY (RTIA)

16.3 Quarterly finance projections for 2020/21

Figures in R'000 Programme	Annual Budget	Budget Quarter 1	Budget Quarter 2	Budget Quarter 3	Budget Quarter 4
Programme 1: AARTO Administration & Education	50,241.00	R12 560.25	R 12 560.25	R 12 560.25	R 12 560.25
Programme 2: Adjudication & AARTO Support	127,861.00	R31 965.25	R 31 965.25	R 31 965.25	R 31 965.25
Programme 3: AARTO Information & Analytics	6,500.00	R1 625.00	R 1 625.00	R 1 625.00	R 1 625.00
Programme 4: Governance & Sustainability	87,197.00	R 21 799.25	R 21 799.25	R 21 799.25	R 21 799.25
Programme 5: AARTO Rollout Programme	41,419.00	R 5 383.25	R 12 011.92	R 12 011.92	R 12 011.91

16.4 Budget Projections over the Five Years and MTEF period

The MTEF budget projections are determined in accordance with Section 27(3) of the Public Finance Management Act (PFMA), Act No. 1 of 1999. The main source of income is infringement fees collected; this is further supplemented by the government grant allocation at a minimal impact. Infringement fees collection is the presumed source of income for the Agency, currently there are no other alternative revenue streams employed.

Covid-19 has brought the entire country and the world into a total shutdown. President of the Republic imposed total lockdown during the month of March 2020. The Agency management took a decision to close the business operations office and such decision has affected the sustainability and ability to fulfil the RTIA legislative mandate and responsibilities. The following are specific in particular areas of the mandate affected:

- Inability to collect infringement fees and penalties owing to the stopping clock on the Natis System;

- High costs of postage costs that will be coming from the motorists challenging legality of the infringements that were not serve on time;

- Failure by the Agency to service contractual arrangements;

- Failure to pay staff and other short term debts such as office rental

- Failure to conduct advertising and awareness due to lack of funding and;

- Delays in conducting AARTO rollout preparations programmes at the Provinces and Municipalities across the country leading to potential delay in meeting AARTO national rollout date and;

- Negative impact on the implementation of the Annual Performance Plan targets.

The Agency took a decision to request relief funding and fortunately R80 million relief funding was acceded to. The impact of the COVID-19 is likely to continue to affect the Agency for the entire financial year. The above developments necessitated the review of infringement fees and penalty collection targets and complete review of the procurement plan for the financial year 2020/21.

Employment costs are determined in line with the proposed organisational structure and these are spread across in the different programmes of the APP. The employment costs factor includes the variable of expansion for the anticipated growth. The spending trend on the cost of employment has been suggested to have considerably grown over the past few years by National Treasury, the Agency has factored this variable in its estimates.

The expected 2019/20 annual budget has been reduced as a result of the National Treasury did not grant approval to retain the 2016/17 and 2017/18 cash surplus. The likely effect may impact on the Agency's ability to fully dispense of its legislative mandate of posting all the AARTO Courtesy Letters and Enforcement Orders as well as implementing the AARTO national roll-out. The situation could only be avoided by the National Treasury and Department of Transport granting approval for a cash injection or that the Department wholly fund the Agency's programmes. Another inhibiting factor is the reduced issuance of infringement notices by law enforcement Agencies. The reduction in

cash flow has a direct impact on the Agency's ability to increase revenue through the issuance Courtesy Letters and Enforcement Orders.

The average annual growth rate of between 6.0% and 10.5% is expected across the commodity of goods and services in general, this has been applied to forecast the budget figures on a historic basis. In contrast, the real economic growth anticipated in South Africa is only 1.8% for the year. Additionally, the cost of the VAT increase of 1% pronounced from 1 April 2018, has been incorporated in the annual growth rate.

16.5 Capital expenditure projects

Capital expenditure is described as expenditure that is anticipated to stimulate economic growth and create value for the organisation. The Agency return on assets (ROA) has been determined at (15.8%) compared to 6.66% in the previous year.

Capital expenditure budget is a necessity in the MTEF framework for the maintenance and replacement of ICT infrastructure systems. Further details of the capital expenditure requirements for the five years have been documented in the Approved Budget of the Agency annexed to the Business Plan.

16.6 Infrastructure plans

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

16.7 Dividend policies

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

16.8 Materiality and Significance Framework

After taking into account the factors mentioned above, the RTIA's materiality framework is calculated as follows, using the 2017/2018 audited annual financial statements as a benchmark.

Table 13: RTIA Materiality Framework

Items	Amount	Percentage	Materiality amount
Total Revenue	R 183 732 656	1%	R 1 837 327
Deficit	R 30 307 525	5%	R 1 515 376
Total Assets	R 228 707 753	2%	R 4 574 155

The materiality amount for 2019/20 will thus be R 4 574 155 which has been determined using Total Assets as a reflection of the most stable factor. All transactions with a value above the materiality amount of R 4 574 155 will be deemed "significant".

16.9 Cost Containment Plan

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

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

16 Programme 1: AARTO Administration & Education

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

16.1 Indicator TID-1.1: Development of RTIA Mobile App

Indictor Ref #	TID-1.1
Indicator Title	Development of RTIA Mobile App
Definition	Progress made for the development RTIA Mobile App to extend RTIA service channels
Purpose / Importance	Development of the RTIA Mobile App to have significant penetration across mobile phones in RSA within 3 Years of launching the APP. To improve RTIA Accessibility
Source of Data	Collection of information from the responsible internal business units, through PMO
Method of Calculation	Milestones achieved against approved baseline annual project plan
Data Limitation	Dependent on adoption and application of consistent project management practices and methodology
Type of Indicator	Milestone
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Accessibility of RTIA services (including affordability)
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Developed RTIA Mobile App to extend RTIA service channels
Indicator Responsibility	Executive: Stakeholder Management & Communications/ ICT & CIO

17 Programme 2: Adjudication & AARTO Support

Strategic Goal 2: Voluntary compliance with road traffic laws

17.1 Indicator TID-2.1: Implementation plan for the electronic service to issue courtesy letters and enforcement orders

Indictor Ref #	TID-2.1
Indicator Title	Implementation plan for the electronic service to issue courtesy letters and enforcement orders
Definition	Progress made for the development of the implementation plan of electronic service to issue courtesy letters and enforcement orders
Purpose / Importance	Improve RTIA efficiencies to ensure compliance with AARTO processes to include electronic service and the adjudication process for the cost-effective implementation of AARTO amendments
Source of Data	Collection of information from the responsible internal business units, through PMO
Method of Calculation	Approved baseline project plan and milestones
Data Limitation	Dependent on adoption and application of consistent project management practices and methodology
Type of Indicator	Milestone
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Accessibility of RTIA services (including affordability)
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Developed implementation plan of electronic service to issue courtesy letters and enforcement orders
Indicator Responsibility	Executive: Traffic Infringements Management

17.2 Indicator TID-2.2: % of received representations adjudicated within 21 days

Indictor Ref #	TID-2.2
Indicator Title	% of received representations adjudicated within 21 days
Definition	Indicator measures the percentage of representations adjudicated that falls within the window period from received date
Purpose / Importance	Without timeous adjudication, administration prescripts will not be complied with
Source of Data	NCR report obtained directly from the NaTIS contractor.
Method of Calculation	All representations received up to 15 March of every year, will be considered as valid applications regarding the indicator. All applications after 15 March of every year, will be form part of the new financial year reporting period. The final percentage in decimal form will be amended to the nearest percentage. Below is the calculation formula to be used: • Successful + Unsuccessful + Cancelled + Pending within 21 days = Achieved • Pending outside 21 days = Not Achieved • Achieved + Not Achieved = 100% of received representations • Any % achieved from 95% will be accepted as an achievement.
Data Limitation	Data template provided by eNaTIS contractor amended without prior knowledge, reliability of eNatis data and effectiveness of NCR
Type of Indicator	Quantitative
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Differentiation & responsiveness to specific community environment
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	100%
Indicator Responsibility	Executive: Traffic Infringements Management

18 Programme 3: AARTO Information & Analytics

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

18.1 Indicator TID-3.1: Implementation of integrated service channels

Indictor Ref #	TID-3.1
Indicator Title	Implementation of integrated service channels
Definition	Progress made for the implementation of integrated digital service channels
Purpose / Importance	Improve RTIA administration and business support information & data integration, quality and integrity across all RTIA service channels
Source of Data	Collection of information from the responsible internal business units, through PMO
Method of Calculation	Approved baseline project plan and milestones
Data Limitation	Dependent on adoption and application of consistent project management practices and methodology
Type of Indicator	Milestone
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Accessibility of RTIA services (including affordability)
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Integrated RTIA digital service channels implemented
Indicator Responsibility	Executive: ICT/CIO

19 Programme 4: Governance & Sustainability

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

19.1 Indicator TID-4.1: Implementation of the re-aligned organisational structure

Indictor Ref #	TID-4.1
Indicator Title	Implementation of the re-aligned organisation structure
Definition	Adequate capacitation of the RTIA to achieve its mandate
Purpose / Importance	• Improved performance • Increased efficiency – through improved turn-around times • improved service delivery
Source of Data	Approved organisational structure
Method of Calculation	Number of positions to be filled
Data Limitation	Availability of funds
Type of Indicator	Milestone
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Improved service delivery
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	Achievement of annual performance targets through adequate number of employees with the required skills
Indicator Responsibility	Executive: Corporate Services

20 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

20.1 Indicator TID-5.1: Number of public awareness and education campaigns implemented to influence change in road user behaviour

Indictor Ref #	TID-5.1
Indicator Title	Number of public awareness and education campaigns implemented to influence change in road user behaviour
Definition	Stakeholder awareness and education campaigns/activations for AARTO rollout
Purpose / Importance	Empowerment of road users about their responsibilities of road safety in line with the National Development Plan Chapter 10 (Health care for all) objective to reduce injury, accidents and violence by 50% from 2010 levels, in line with AARTO regulations. This also creates a platform for the development of comprehensive programmes to improve road user behaviour as per Pillar 4 (Safer road users) of the Global Plan for the Decade of Action for Road Safety 2011-2020.
Source of Data	PMO Reports
Method of Calculation	Campaigns initiative for AARTO rollout
Data Limitation	Budgetary constraints may impact the ability of the RTIA to establish a continued physical presence
Type of Indicator	Quantitative
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Accessibility of RTIA services (including affordability)
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	24 AARTO public communication and education campaigns conducted
Indicator Responsibility	Executive: Stakeholder Management & Communications and Head: Communications

20.2 Indicator TID-5.2: Number of AARTO Digital public awareness and education campaigns implemented (on line social media, RTIA website and aarto.gov.za)

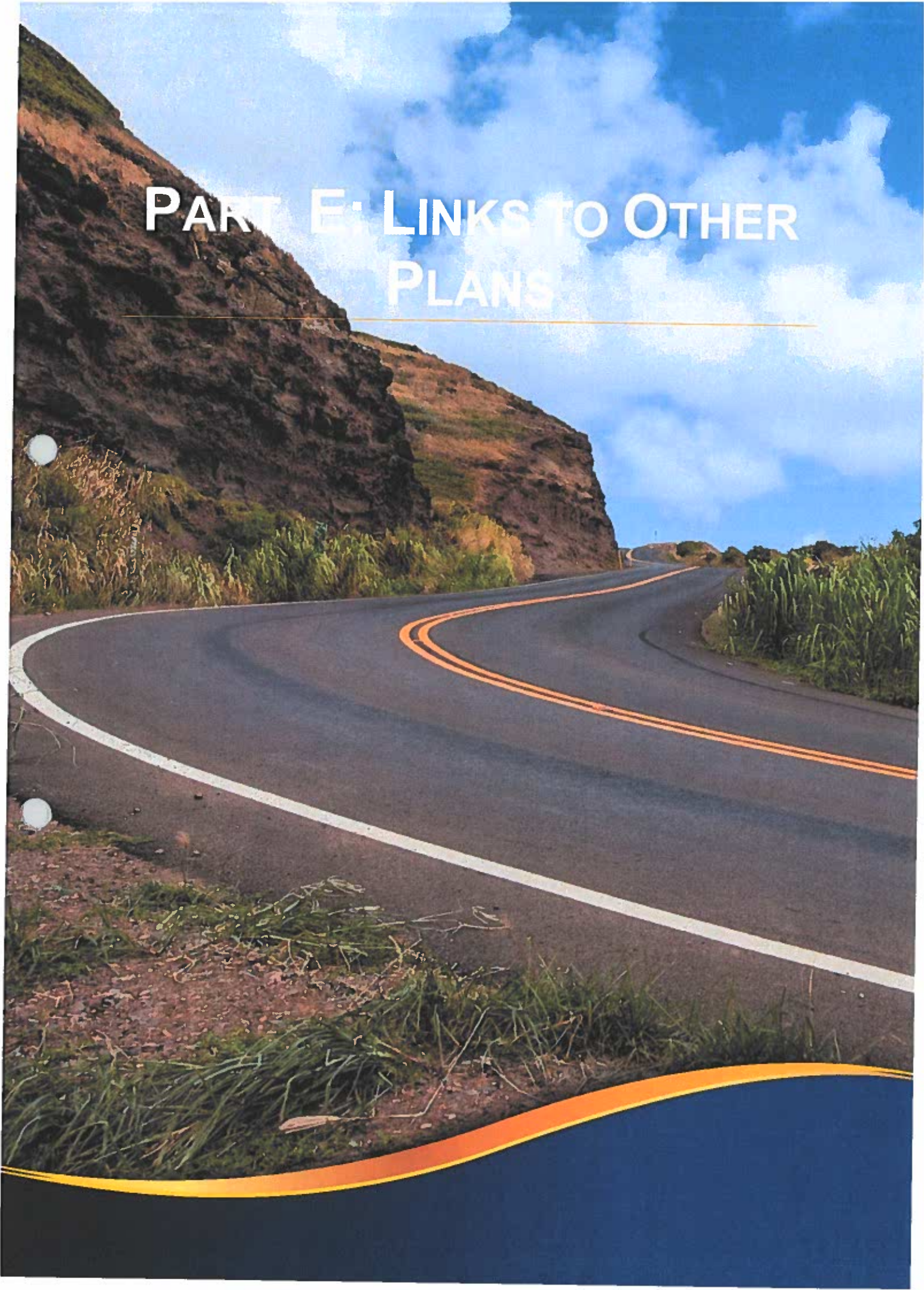|	
Indictor Ref #	TID-5.2
Indicator Title	Number of AARTO Digital public awareness and education campaigns implemented (on line social media, RTIA website and aarto.gov.za)
Definition	40 x monthly social media (Twitter, Instagram & Facebook), RTIA website & aarto.gov.za AARTO public awareness and education posts on line. This equates to: 360 Digital platform AARTO public awareness and education campaigns on line using (social media, RTIA website and aarto.gov.za) Calculated as follows: We have 5 digital platforms x 2 posts per week = 10 posts per week x 4 weeks = 40 per month x 9 months (3 quarters) = 360 posts for the remaining 3 quarters
Purpose / Importance	Empowerment of road users about their responsibilities of road safety in line with the National Development Plan Chapter 10 (Health care for all) objective to reduce injury, accidents and violence by 50% from 2010 levels, in line with AARTO regulations. This also creates a platform for the development of comprehensive programmes to improve road user behaviour as per Pillar 4 (Safer road users) of the Global Plan for the Decade of Action for Road Safety 2011-2020.
Source of Data	PMO Reports
Method of Calculation	Number of AARTO Digital public awareness and education campaigns
Data Limitation	Budgetary constraints may impact the ability of the RTIA to establish a continued physical presence
Type of Indicator	Quantitative
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Accessibility of RTIA services (including affordability)
Calculation Type	Cumulative
Reporting Cycle	Quarterly
New Indicator	Yes
Desired Performance	360 AARTO Digital public awareness and education campaigns using on line social media social media, RTIA website and aarto.gov.za platforms
Indicator Responsibility	Executive: Stakeholder Management & Communications and Head: Communications

PART E: LINKS TO OTHER PLANS

21 Risk Management Plan

Outcome		Key Risk	Risk Mitigation
Improve RTIA Accessibility & Voluntary Compliance	Improve RTIA accessibility & administrative efficiencies to enable voluntary compliance to infringement notices	Unsustainable payment of AARTO fees caused by a declining economy leading to a dire financial status of RTIA	1.Targeted awareness campaigns 2.Increase accessibility of RTIA services through services outlets
Cultivate Good Road User Behavior	Cultivate an informed and complaint road user to reduce road law infringement, crashes and fatalities	Inadequate awareness on AARTO caused by limited funding leading to high level of non-compliance	Re-packaging of AARTO messaging
Efficient & Fair Adjudication Process	Improve RTIA adjudication efficiencies to ensure compliance with enforcement orders	Non-adherence to AARTO process caused by commission or omission by Issuing Authorities, DLTCs and RAs leading to reputational damage to RTIA brand	Re-service of documents as envisaged in Regulations published for public comments, once implemented
Integrated point demerit ecosystem	Enable an integrated & efficient point demerit ecosystem to improve the quality of road infringement information, analytics & knowledge	Disjuncture between point demerit system and road traffic information, analytics and knowledge caused by incorrect conceptualisation leading to a total misdiagnosis	Designing of transactions (process flow) and succeeded by testing
Reliable Road User Research & Analytics	Establish the prescribed information management system connected with the national contraventions register and other relevant road safety systems, to create, process and maintain records with regard to RTIA mandate	Incompatibility between IT systems caused by systems design leading to delays in implementation of RTIA information system	To conduct awareness programme on SDLC policy

22 Contingency Plan

The RTIA will put the necessary contingency plans in place to ensure that are the necessary key success factors are addressed for the respective keep performance targets to be realised. The plans will also incorporate the necessary monitoring & evaluation mechanisms for proactive preventative measures and corrective actions to ensure consistent alignment of the respective plans that supports the realisation of the strategic plan.

23 Fraud Prevention Plan

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

23.1 Fraud Risk Governance

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

23.2 Fraud Risk Assessment

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

23.3 Fraud Prevention

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

23.4 Fraud Detection and Investigation

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

23.5 Reporting Mechanisms

The RTIA's Anti-Fraud and Corruption Policies sets out the responsibilities and processes which ensure that timely information is reported to a delegated official who can address the problem.

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

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

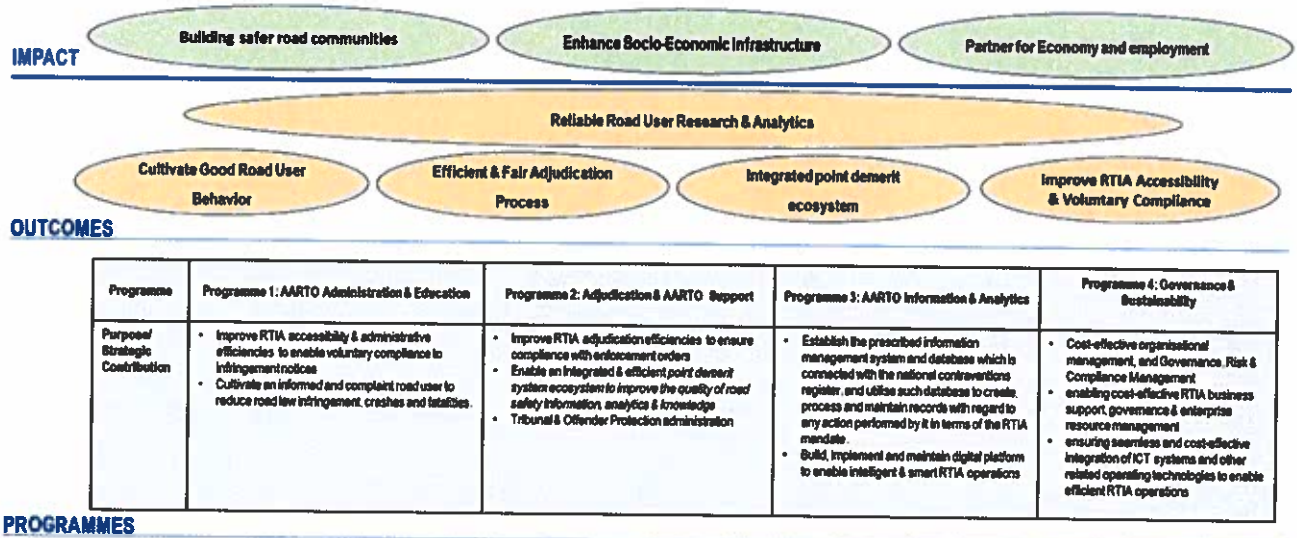### 23.6 Duty to Protect Whistle-blowers

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

23.7 Reporting to Police and Other Relevant Authorities

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

Annex A :   RTIA Strategy Map