



RTIA NEW GROWTH STRATEGY 2019 - 2024 ANNUAL PERFORMANCE PLAN 2021/22

31 JANUARY 2020

Acronyms

Acronym	Description
RTIA	Road Traffic Infringement Agency
DoT	Department of Transport
AU	African Union
UN	United Nations
PESTEL	Political, Economic , Social, Technological, Environmental and Legal
SWOT	Strengths, Weaknesses, Opportunities and Threats
NRTOR	National Road Traffic Offenses Register
TID	Technical Indicator Descriptor
DMA	Disaster Management Act
SDG	Sustainable Development Goals
MTSF	Medium Term Strategic Framework
SALGA	South African Local Government Association
NRTOR	National Road Traffic Offenses Register
IA	Issuing Authority
NCR	National Contravention Register
PDS	Points Demerit System
SADC	Southern African Development Community
VFMS	Vehicle Fleet Management System
SoE	State Owned Entity

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1. INTRODUCTION

The National Development Plan, Vision 2030 emphasises the importance of quality health care for all, anchored on among others, the reduction of road crashes, injuries, fatalities and alcohol abuse. The above is elucidated in NDP objectives that include the reduction of the above by 50% from 2010 baseline statistics.

South Africa is a signatory to the UN Decade of Action for Road Safety 2011 – 2020, which has since been extended to 2030 owing to non-achievement of the earlier target. The aforesaid is supported by the country's National Road Safety Strategy (NRSS) 2017- 2030, which also advocates for the reduction of road crashes, injuries and fatalities by 50% in 2030 premised on 2011 figures.

Among the challenges identified in the development of the NRSS is the lack of accountability and non-payment of fines by road users. This has led to the prioritization of the implementation of AARTO countrywide with the view to improve driver and road user accountability. In improving accountability, the plan seeks to among others, ensure compliance with road laws, identify and address high-risk road users behaviour with focused interventions including repeat offender disqualification and introduction of driver rehabilitation programmes with specific reference to reckless and negligent as well as intoxicated road user conduct.

Further emphasis is placed on the importance of road user education on road safety and in particular, self-regulation and the importance of compliance to road laws. In developing strategic interventions within the road traffic management fraternity, government agents ought to prioritise commitments made in international and national legislative policy instruments.

The RTIA is strategically positioned to deploy innovative legislative and operational interventions in support of related service delivery ideals. The 2021 /2022, Annual Performance Plan is a response to the RTIA's five-year strategic goals and objectives. It is behind this backdrop that the 2021/ 2022 Annual Performance Plan is crafted in order to aid achievement of the envisaged reduction in injuries, concomitant costs and 50% reduction of fatalities by 2030.

2. PART A: RTIA MANDATE

The Road Traffic Infringement Agency (RTIA) is an SoE under the National Department of Transport. It is listed in the Public Finance Management Act as a Schedule 3A National Public Entity and should comply with Treasury Regulations and all other laws, in particular, the Constitution, the Protection of Personal Information Act, 2013 (Act 4 of 2013), Promotion of Access to Information Act, 2000 (Act 2 of 2000) and the Promotion of Administrative Justice Act, 2000 (Act 3 of 2000).

The RTIA was established by the Administrative Adjudication of Road Traffic Offences (AARTO) Act, 1998 (Act 46 of 1998). The Agency's mandate is 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 infringements whilst upholding the rights of the alleged infringer.

The Agency's responsibilities as enshrined in the Act includes the implementation of community education and awareness programmes targeted at enhancing voluntary road traffic compliance, and to foster behavioural change amongst road user communities. Thus, the RTIA in its mandate should ensure objective, transparent and fair implementation of the adjudication process for road traffic infringements.

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).

In its quest to advance responsive road safety interventions, the Agency under the guidance and leadership of the National Department of Transport, has facilitated the promulgation of the amended AARTO Act, 4 of 2019. The amendment Act is further accompanied by new 2020 draft AARTO Regulations aimed at the amplification of the infringements adjudication processes.

The 2020 draft AARTO Regulations seek to articulate among others the efficient implementation of the Electronic service, Re-service of documents, Points Demerit System, Institutionalisation of the Appeals Tribunal and the introduction of Driver

Rehabilitation Programmes. In this regard, the Regulations further improve accessibility and convenience to the road user.

2.1 RTIA Legislative Mandate

2.1.1 Constitutional Mandate

The RTIA conducts its business with due regard to the fundamental human rights contained in the Republic's Constitution. Its business has a direct impact on sections 32, 33, 34 and 35 of the said Constitution.

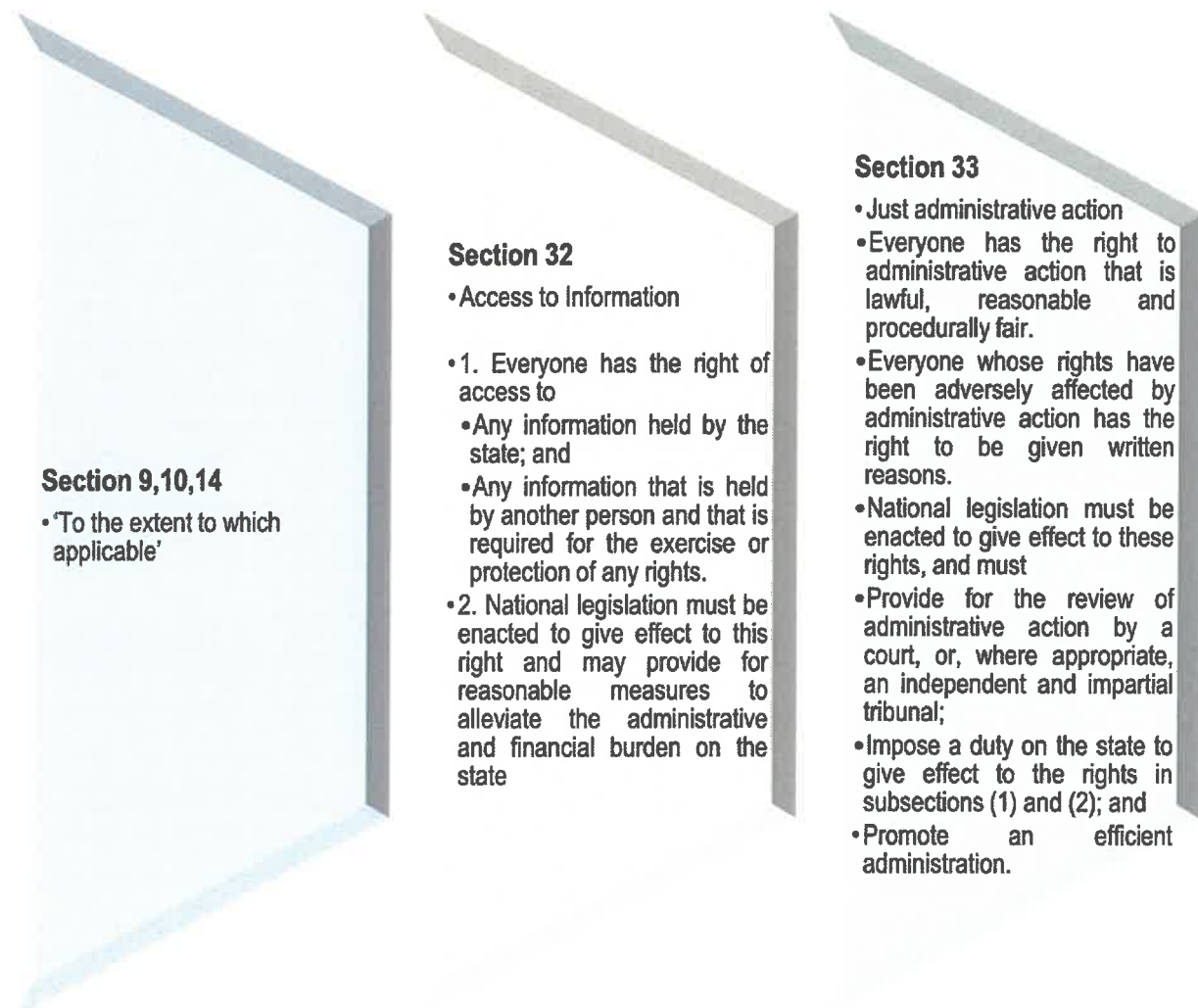


Figure 1: RTIA Constitutional Context

2.1.2 Legislative & Compliance Framework

The Road Traffic Infringement Agency is a creature of statute regulated by law which among others requires compliance with. In this regard, the following tabulates a list of legislative compliance requirements:

	Purpose/Objectives
AARTO Act No 46 of 1998	<ul style="list-style-type: none"> • Founding Act of RTIA • To encourage compliance with the national and provincial laws relating to road traffic and to promote road traffic safety; • to encourage the payment of penalties imposed for infringements and to allow 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)	<ul style="list-style-type: none"> • To amend the Administrative Adjudication of Road Traffic Offences Act, 1998 • substitute and insert certain definitions; to improve the manner of serving documents to infringers; to add to the functions of the Road Traffic Infringement Authority; • to repeal certain obsolete provisions; to establish and administer rehabilitation programmes; • to provide for the apportionment of penalties; • to provide for the establishment of the Appeals Tribunal and matters related thereto; • to effect textual corrections; and to provide for matters connected therewith
Promotion of Administrative Justice Act, 2002 (Act 3 of 2002)	<ul style="list-style-type: none"> • To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996; • And to provide for matters incidental thereto.

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	Purpose/Objectives
Promotion of Access to Information Act (Act 2 of 2000)	<ul style="list-style-type: none"> • To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and • To provide for matters connected therewith.
National Road Traffic Act, 1996 (Act 93 of 1996)	<ul style="list-style-type: none"> • To provide for road traffic matters which shall apply uniformly through the Republic and for matters connected therewith.
Criminal Procedure Act, 1995 (Act 56 of 1995)	<ul style="list-style-type: none"> • To make provision for procedures and related matters in criminal proceedings.
Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004).	<ul style="list-style-type: none"> • To provide for the strengthening of measures to prevent and combat corruption and corrupt activities; • To provide for the offence of corruption and offences relating to corrupt activities; • To provide for investigative measures in respect of corruption and related corrupt activities; • To provide for the establishment and endorsement of a Register in order to place certain restrictions on persons and enterprises convicted of corrupt activities relating to tenders and contracts; • To place a duty on certain persons holding a position of authority to report certain corrupt transactions; • To provide for extraterritorial jurisdiction in respect of the offence of corruption and offences relating to corrupt activities; and • To provide for matters connected therewith.
Public Finance Management Act, 1999 (Act 1 of 1999)	<ul style="list-style-type: none"> • To regulate financial management in the national government and provincial government; • To ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; • To provide for the responsibilities of persons entrusted with the financial management in those governments; • And to provide for matters connected therewith.
Electronic Communications and Transactions Act, 2000 (Act 25 of 2000)	<ul style="list-style-type: none"> • To provide for the facilitation and regulation of electronic communications and transactions; • To provide for the development of a national e-strategy for the Republic; • To promote universal access to electronic communications and transactions and the use of electronic transactions by SMMEs; • To provide for human resource development in electronic transactions; • To prevent abuse of information systems; • To encourage the use of e-government services; and • To provide for matters connected therewith.
Protection of Personal Information Act, 2013 (Act 4 of 2013).	<ul style="list-style-type: none"> • To promote the protection of personal information processed by public and private bodies; • To introduce information protection principles so as to establish minimum requirements for the processing of personal information;

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	Purpose/Objectives
	<ul style="list-style-type: none"> • To provide for the establishment of an Information Protection Regulator; • To provide for the issuing of codes of conduct; • To provide for the rights of persons regarding unsolicited electronic communications and automated decision making; • To regulate the flow of personal information across the borders of the Republic; and • To provide for matters connected therewith.
Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)	<ul style="list-style-type: none"> • To give effect to section 217 (3) of the Constitution by providing a framework for the implementation of the procurement policy contemplated in section 217 (2) of the Constitution; • And to provide for matters connected therewith.
Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003).	<ul style="list-style-type: none"> • To establish a legislative framework for the promotion of black economic empowerment; • To empower the Minister to issue codes of good practice and to publish transformation charters; • To establish the Black Economic Empowerment Advisory Council; and • To provide for matters connected therewith.

Table 1: Legislative & Compliance Framework

2.2 Relevant Policy Mandate

2.2.1 National Development Plan

The NDP is a blueprint through which the Republic aspires to locate its socio economic ideals by 2030. It provides boundaries within which government agents ought to craft their strategies in order to achieve the identified long term goals. The Medium term strategic Framework 2019-2024 further distils the short-term pillars towards the achievement of the long-term goals. The following priorities are critical to consider in developing government strategies:

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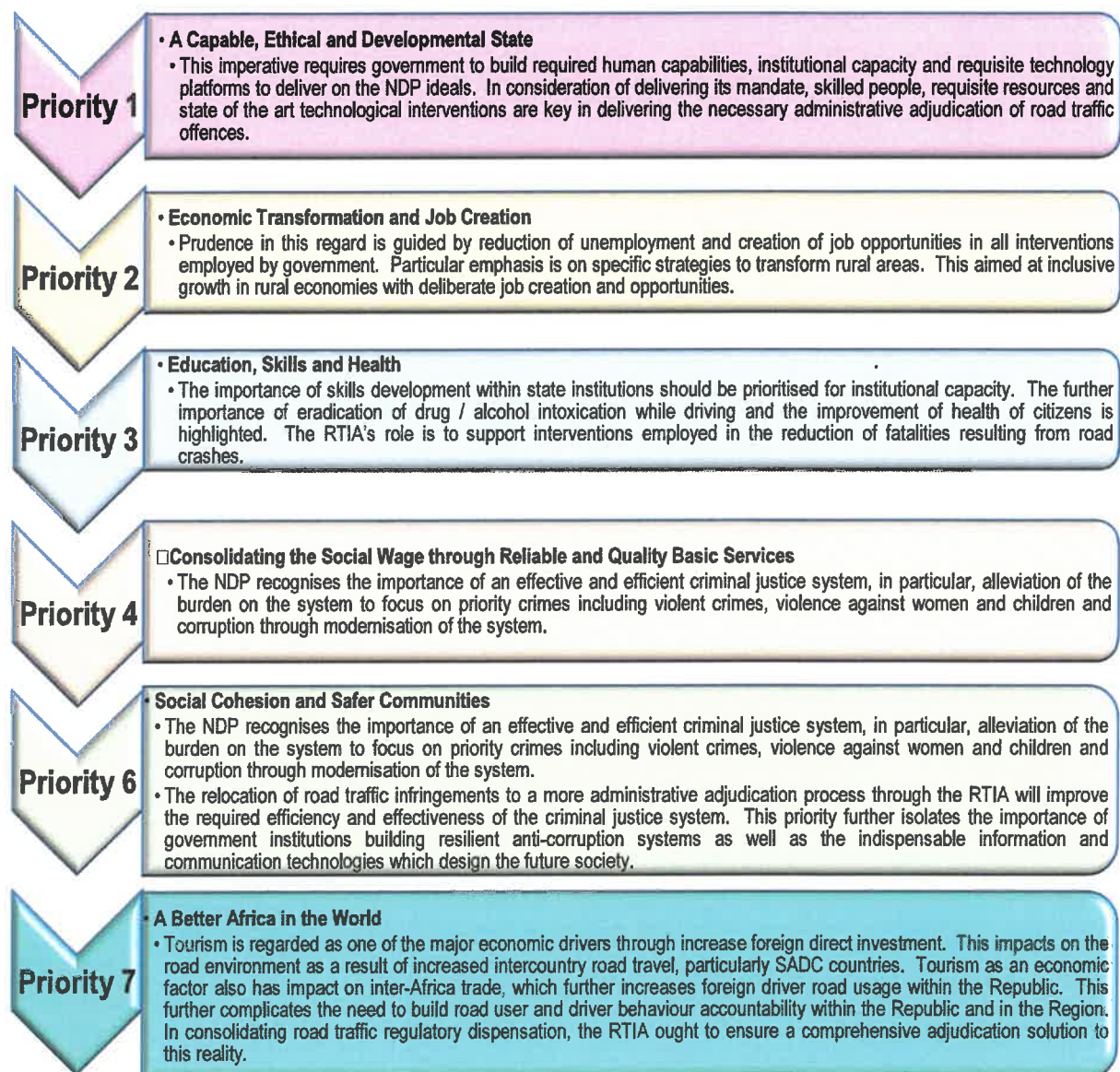


Figure 2: NDP Priorities

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:

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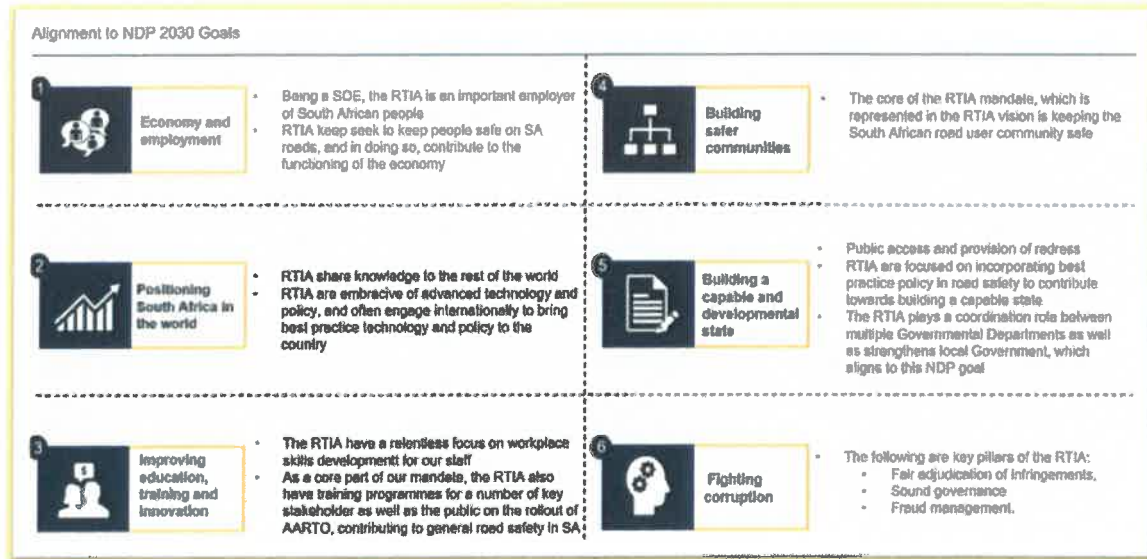


Figure 3: RTIA alignment to NDP 2030

2.3 United Nations Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by world leaders at the United Nations in 2015, sets out a plan of action for global community. There are seventeen (17) SDGs and 169 targets. These validate the scale and drive of the new universal agenda for a better livelihood of the global community. The Sustainable Development Goals (SDGs) are aligned to the National Development Plan (NDP).

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The following SDG's are crucial in the development of RTIA's Annual Performance Planning:



Figure 4: Sustainable Development Goals

2.4 African Union Agenda (AU) 2063

African Union Agenda 2063 is a blue print for the socio-economic transformation of Africa over the next 40 years. It builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. Agenda 2063 ambitions incorporate an integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance. It advocates for 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, 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.

The Agenda does not depart much from the SDG's except that the focus is on the integration and improvement of Africa as a continent. It elevates the importance of inter Africa cooperation from many avenues. Critical for the RTIA to consider is the importance to have an Africa wide lance in its planning. Key to consider is possible business markets in Africa and its regions in the deployment of administrative adjudication of road traffic offences as well as the importance to improve road safety in the continent.

2.5 UN Decade of Action for Road Safety Plan 2011-2020/2030

The figure below depicts the key pillars of the UN Global Plan for 2011–2020/2030

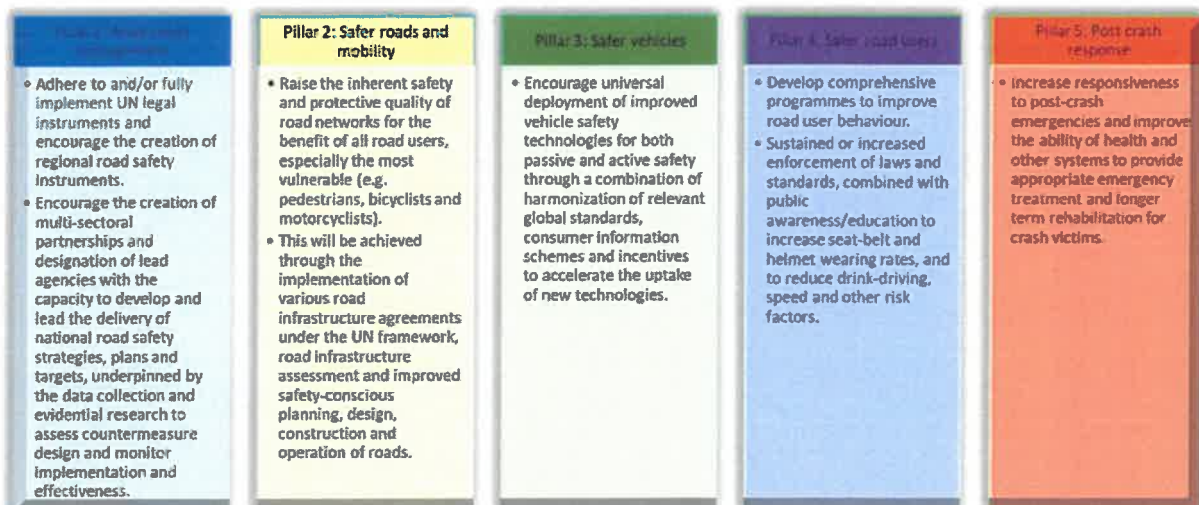


Figure 5: UN Global Plan Pillars

As alluded to above, South Africa is a signatory to the UN Decade of Action for Road Safety, which informed the development of the NRSS 2017-2030. Both strategies commit the Republic to employ comprehensive interventions aimed at the reduction of road crashes, injuries, fatalities and concomitant costs.

The RTIA is particularly committed to employ interventions that identify road users with high-risk behaviour, facilitate driver accountability through suspension of driving licences and introduction of responsive rehabilitation programmes and transform road user behaviour. This undertaking is further amplified in the NRSS implementation plan. It is prudent that the RTIA prioritises strategic initiatives to follow through with the commitment.

3. RTIA POLICIES AND STRATEGIES

The RTIA as an SoE under the National Department of Transport is required to take strategic queue from the shareholder. During its strategic planning, the shareholder outlined its priorities, which ought to inform entity planning and priorities. The table below outlines a summary of the envisaged RTIA contribution to the specific shareholder strategic thrusts:

	DOT Strategic Thrust	Envisaged RTIA Contribution
Priority 1: Safety as an enabler of service delivery	The mandate for protecting citizens from crime and violence vests with the police, public transport operators has 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 a procedurally fair, reasonable and lawful administrative processes
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 by 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 sustained cycle of rising confidence, increased investment, higher employment, improved productivity and incomes through effective partnerships across society. Prioritise small, medium black companies for service provision and support economic initiatives in the rural communities
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, dorpie and rural economy; and delivery of high impact socio-economic projects	

Table 2: DoT Strategic Thrust

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3.1 DOT Five Years Strategic Plan Alignment

It is envisaged that RTIA should within next five years 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	RTIA Programmes
PILLAR 1: A STRONG AND INCLUSIVE ECONOMY	Priority 1: Economic Transformation And Job Creation	Programme: More jobs	Creating more decent jobs	Realigned Organizational Structure	Programme 5: Ensuring seamless and streamlined rollout and management of AARTO capabilities countrywide. This will be realised through the establishment of 9 provincial offices and a minimum of 50 service outlets. The establishment of the above infrastructure will attract job creation and upskilling of youth, women and people living with disabilities.
		Programme: Innovation	Increased access to and uptake of ICT	Integrated point demerit system Improved Accessibility & Voluntary Compliance	Programme 3: AARTO information and analytics. This intervention will be realized through building NCR (NRTOR) Capability, digitization of AARTO service value chain through RTIA AARTO web portals and development of mobile applications for increased access. Scientific Research capacity and collaboration will be heightened through the formalization of a research agenda.
		Programme: Reduce illicit Activities and Corruption	Reduced illicit activity and improved tax collection	Improve Internal Systems & Efficiencies Efficient & Fair	Programme 4: with increased digitisation and integration of system. It is foreseen that the AARTO process integrity will be improved.
		Youth	Increased economic participation by youth	Adjudication process Realigned Organizational Structure	Programme 5: through the implementation of AARTO infrastructure, more job opportunities will be created for the youth.
		Women	Transform ownership and management patterns by supporting women-owned and led enterprises.		Programme 5: through the implementation of AARTO infrastructure, more job opportunities will be created for the woman.

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DOT Pillar	APEX PRIORITY	DOT Programme	DOT Outcome	RTIA Outcome/Contribution	RTIA Programmes
PILLAR 2: CAPABILITIES OF SOUTH AFRICANS		Persons with Disabilities	Transform ownership and management patterns by supporting enterprises led by persons with disabilities	Improve Internal Systems & Efficiencies	Programme 5: through the implementation of AARTO infrastructure, more job opportunities will be created for the persons with disabilities.
		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	Programme 4: with increased digitisation and integration of road traffic systems. It is foreseen that the AARTO process integrity will be improved. Scientific Research capacity and collaboration will be heightened through the formalization of a research agenda.
		Infrastructure sectors	Functional, reliable and efficient economic infrastructure sectors	Integrated point demerit system	
	Priority 2: Education, Skills And Health	Programme: Education and Skills	Improved education, training and innovation	Cultivate Good Road User Behaviour through educational programmes	Programme 1 prioritises increased AARTO Education and Awareness through traditional and digitised methods. It is envisaged that these interventions will go a long in transformation road user behaviour. Significant amount of resources has been set aside to realise this deliverable.
	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	

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DOT Pillar	APEX PRIORITY	DOT Programme	DOT Outcome	RTIA Outcome/Contribution	RTIA Programmes
		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 5: through this programme the RTIA intends to build capacity in rural areas through deployment of AARTO mobile offices, services outlets and appointment of AARTO ambassadors.
		Programme: Environmental Management	Protection of vulnerable communities and workers to the transition to low carbon economy		Programme 1 prioritises increased AARTO Education and Awareness through traditional and digitised methods. It is envisaged that these interventions will go a long in transformation road user behaviour. Significant amount of resources has been set aside to realise this deliverable.
		Programme: Public transport	Increased access to affordable and integrated transport system		
	Priority 5: Social Cohesion And Safe Communities	Programme: Building safer communities	Strengthened criminal justice system, professionalised South African Police Service, and improved community participation in public policing	Efficient & Fair Adjudication Process	Programme 2: the AARTO intervention is earmarked to relieve increased burden from the criminal justice system through the introduction of road traffic adjudication administration and driver accountability through the introduction of point demerits.
	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		Improve RTIA Accessibility & Voluntary Compliance	

ROAD TRAFFIC INFRINGEMENT AGENCY (RTIA)

DOT Pillar	APEX PRIORITY	DOT Programme	DOT Outcome	RTIA Outcome/Contribution	RTIA Programmes
		foreign direct investment in the South African economy	Increase competitiveness and access to transport modal networks through effective regulation.	Increase competitiveness and access to transport modal networks through effective regulation.	Programme 4: it is envisaged that RTIA and/or law enforcement related functions will be rationalised with DLCA and RTMC. Systems and processes are in place to ensure that work towards realisation of this deliverable is achieved in 2022/2023.

3.2 Social Impact & Sustainability

RTIA seeks to alleviate the adjudication of road traffic infringements from the already stretched criminal justice system and introduce a more administrative adjudication of same. To this end, the innovation seeks to decriminalise road traffic infringements and adopt a more systems approach to road safety.

The introduction of administrative adjudication for road traffic offences introduces accountability in road user conduct in that it identifies habitual offenders and high-risk road users through a point demerit system. A comprehensive driver rehabilitation regime accompanies the AARTO intervention aimed at transformation of road user behaviour. As a consequence, the innovation contributes towards broader socio-economic impact by building safer road communities, enhancing socio-economic infrastructure and deploying partnerships for economic activity and employment.

The following key objectives will thus guide the RTIA to achieve its mandate within the 2019-2024 strategic window:

•The implementation of AARTO with Point Demerit System in all Nine Provinces

•Increase AARTO Education and Awareness Interventions in the Republic

•Improve Internal Capabilities and AARTO Efficiencies

Initiate and Develop Driver Rehabilitation Programs to Improve Road User Behaviour

•Creation of Job Opportunities through Expansion of RTIA Footprint.

Figure 6: Key Strategic Objectives

3.3 Resources & Information Management

The effective functioning of the RTIA requires the establishment of an appropriate information management system and database connected to the national contraventions register, to create, process and maintain records with regard to all work completed by RTIA. The implementation of integrated systems will enable effective information management and efficient RTIA resource management.

The department of Transport has provided a letter of financial commitment wherein R215 754 000 has been ring fenced for the National AARTO rollout. This financial commitment

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is supported by about R600 000 000 accrued from AARTO operations revenue bringing the total financial resources aimed to support the National Rollout of AARTO to about R834 000 000.

This financial commitment is earmarked to deliver all 24 indicator targets in this APP. Part of the budget will support:

- At least 90% of issuing authorities to be part of AARTO in 2021/2022
- the establishment of nine (9) provincial offices;
- 50 service outlets;
- A minimum of 13 mobile offices;
- Recruitment of at least 199 officials country wide;
- Prudent marketing and advertising;
- Products and services;
- The establishment of the appeals tribunal;
- Two (2) additional rehabilitation programmes; and;
- Electronic service.

The following will thus guide the RTIA to achieve the aforesaid within the next five years:

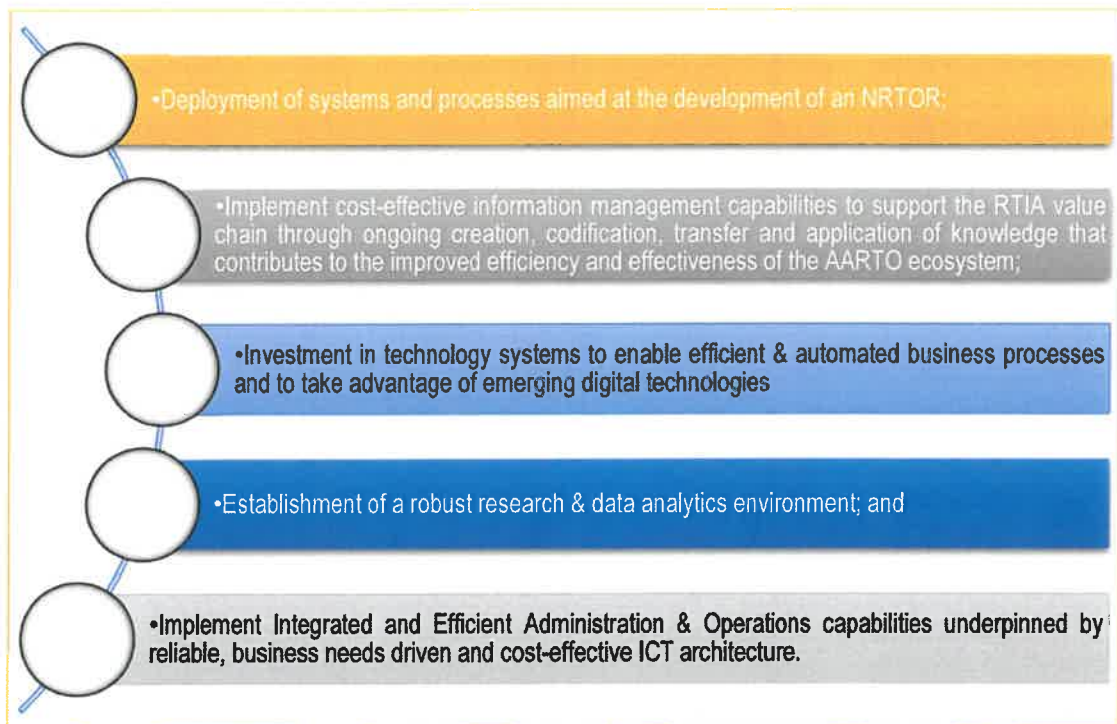


Figure 7: RTIA 5 Year Goals

3.4 RTIA Communication and Brand Management

The impending AARTO national roll-out presents opportunities to enhance knowledge and awareness of a significant road safety intervention to the general road user population. This significance is exacerbated by the need to upscale AARTO education and awareness imperatives to facilitate full benefit to the intended audience.

Among the emerging challenges, is the descending views against AARTO implementation, which impacts negatively on the RTIA brand and thus requires responsive brand and reputation management interventions. In response to the aforesaid, the following strategies have been identified:

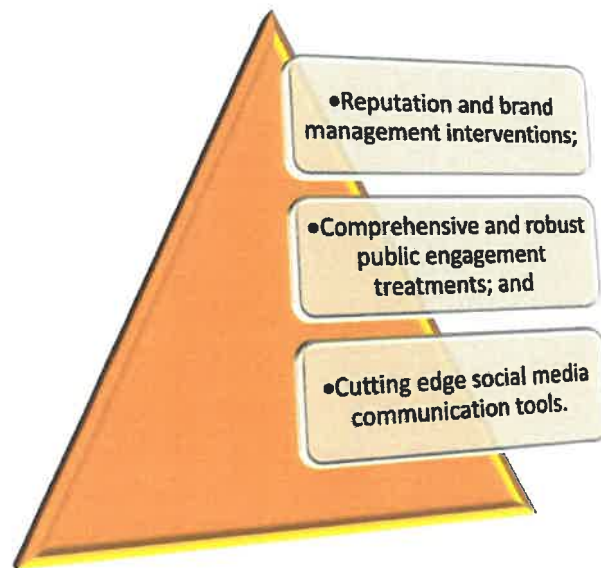


Figure 8: Brand and Communication Management Strategies

3.5 AARTO Services Accessibility

The fourth industrial revolution and the internet of things have had a significant command on business innovation and operations. Traditional business engagement methods are proving to be less profitable and unable to deliver relevant and timeous services. In this regard, the RTIA is taking advantage of digital migration through the development of accessibility and innovations consisting of hybrid AARTO platforms which include:



Figure 9: Hybrid AARTO Platforms

4. Relevant Court Rulings

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.	Matlala Attorneys was appointed to oppose this matter on behalf of the Agency. Before the date of set down, the Parties agreed to settle the matter out of court on the basis that Mr Edwards has rendered his application academic by paying for the enforcement order. After paying for the enforcement order, Mr Edwards could transact on eNatis by renewing his driving licence and licence disc.	Mr Edwards filed his notice of withdrawal and the matter was accordingly removed from the roll of the court.
Howard Demborvsky vs Department of Transport and Others	Mr Howards has lodged this application to, amongst others, contest the constitutionality of some of the provisions in the AARTO Act as well as its Regulations. He alleges that those identified provisions of the Act contravene in the main, the right to a fair trial as enshrined in the Constitution. This application also seeks to request cancellation of all infringement notices in an 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. As a consequence, SCM has been approached for assistance to procure a law firm which will file the Agency's notice of intentions to oppose as well as attending to all other matters relating to this application.	Application dismissed with costs.

Table 3: Relevant Court Rulings

5. PART B: SITUATIONAL ANALYSIS

5.1 RTIA Strategic Focus

The President of the Republic in support of the Minister of Transport, pronounced and directed that in order to change road user behaviour and save lives, AARTO needs to be implemented immediately, countrywide. His assertion was accompanied by the promulgation of the AARTO Amendment Act of 2019 and the 2020 AARTO Draft Regulations. These developments dictate the urgent need for AARTO National Roll-Out.

To this end, the Agency undertook deliberate strategic interventions to ensure a successful and stable AARTO implementation in the Republic over the short to medium term. It is prudent that financial, human, physical and technological resources are dedicated and deployed to this National imperative.

The Annual Performance Plan consists of short to medium term strategies directed at road safety realisation through efficient adjudication of road traffic offences. Strong communication and stakeholder management interventions will be undertaken to enhance access and awareness of the importance of AARTO and its supporting solutions. In strengthening its adjudication capabilities, expedited Agency efforts towards the establishment of the appeals tribunal will receive priority attention during the reporting period.

Strategic efforts in this regard are aimed at institutionalising systems and processes to ensure a functional appeals tribunal. Further strategic focus during the planning period will enhance efficiencies in the point demerit system and rehabilitation programmes.

In response to the clarion call for emancipation of woman, youth unemployment and accommodation of people living with disabilities, the Agency will strive to enlarge access platforms through employment opportunities for identified groups in all districts within the Republic.

5.2 International Analysis

South Africa is a signatory to the United Nations Decade of Action for Road Safety 2011-2020. In this regard, the Republic is enjoined to reduce fatalities by 50% premised on 2011 baseline. To date, limited meaningful reduction has been noted. The United Nations has resolved to embark on a 2nd UN Decade of Action for Road Safety targeting a 50% reduction by 2030. In response to this international commitment, South Africa developed a National Road Safety Strategy 2017-2030 which amongst its medium to long term goals under Pillar 4 commits the Republic to deploy AARTO Nationally as an NRSS strategic performance indicator. This commitment requires an expeditious Road Safety response.

International research studies conducted in amongst others, Scandinavian countries provides empirical evidence on the effectiveness of point demerit system and administrative adjudication of road traffic offenses. This is further supported by the recent

study conducted by SALGA 2020 confirming the prospects of improved infringement management and financial benefits of AARTO within Johannesburg and Tshwane municipalities. Owing to the dynamic characteristics of these cities, the results of this study can be generalised to suggest that AARTO will have a positive impact should it be implemented country wide. This is a further imperative to consider in strategic road safety planning.

5.3 Regional Analysis

According to the 2018/19 Annual Report of the Department of Home Affairs (106), about 30,9 million foreign nationals were processed by the department. A proportion of those processed, utilised land ports through vehicular movement. This is further evidenced in the SADC Protocol on Transport Communication and Meteorology (1996) wherein harmonization of standards is encouraged between SADC Member States.

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

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5.4 PESTEL Analysis

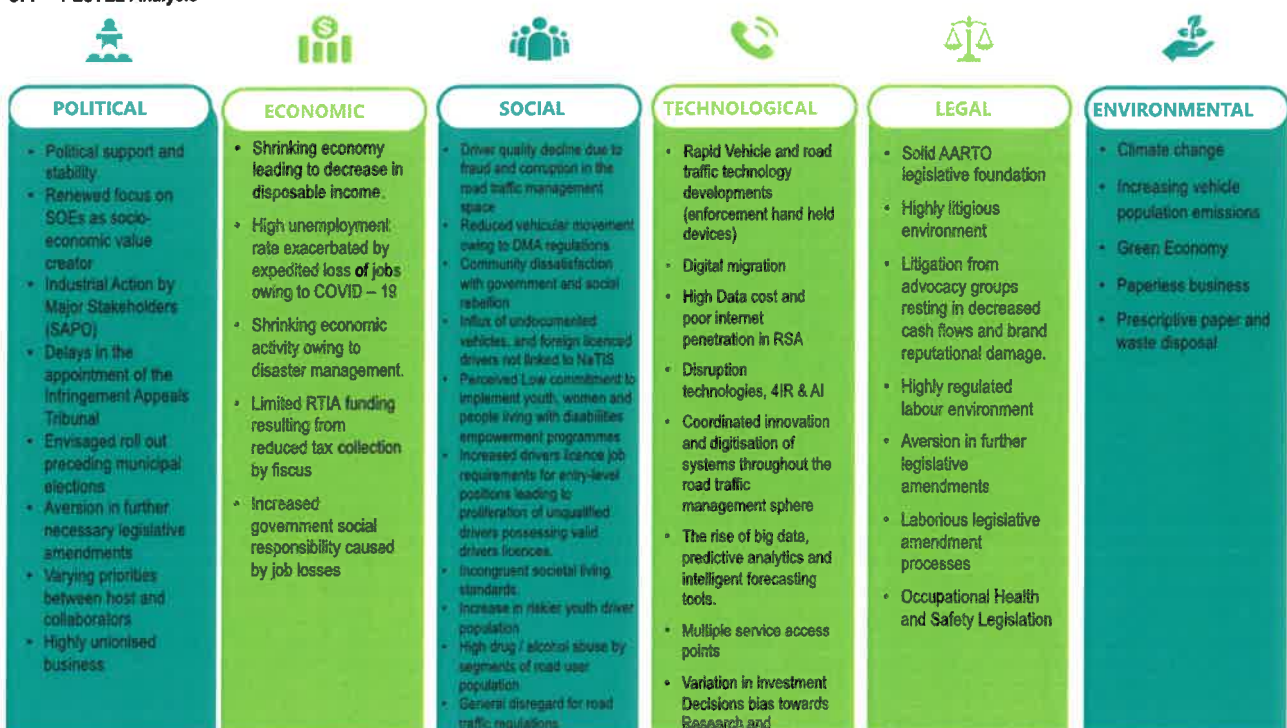


Figure 10: PESTEL Analysis

5.5 SWOT Analysis

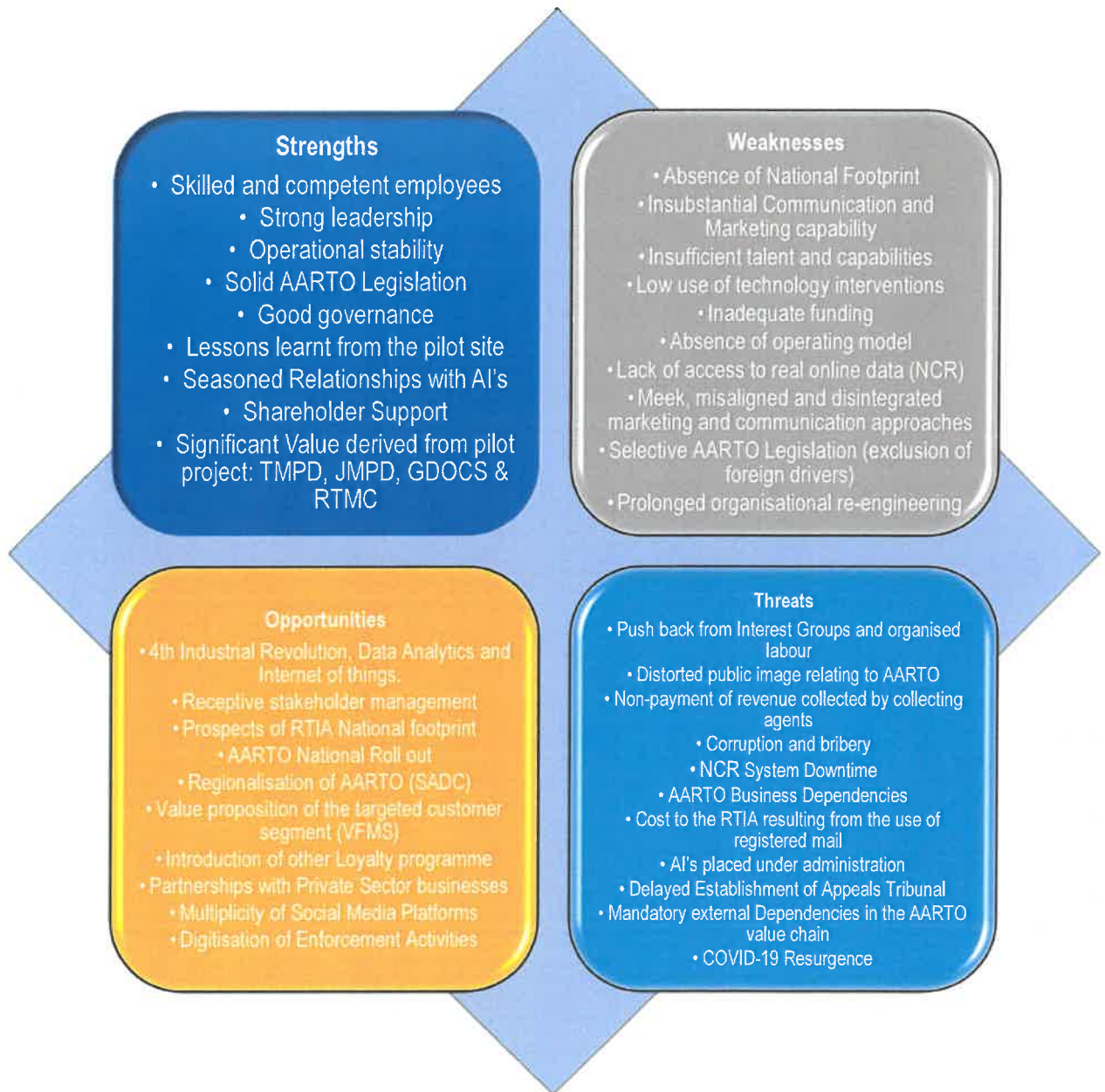


Figure 11: SWOT Analysis

5.6 National Vehicle Population

Prov.	Total Vehicles
GP	4 987 336
KZN	1 724 608
WC	2 080 470
EC	864 339
FS	647 440
MP	933 684
NW	684 759
L	755 731
NC	290 515
Total	12 932 873

Table 4 :Natis August 2020 Live Vehicle Population

A critical analysis of live vehicle population in the Republic is a key consideration for the allocation of resources and deployment of AARTO access platforms for National roll-out purposes. From the information above, it is evident that Gauteng, Western Cape and Kwa-Zulu Natal contribute about 60% of National live vehicle population. In this regard, the aforesaid assertion is amplified by the high traffic volumes traversing the same provinces. Statistics above, when analysed, present a strong motivation for prioritisation of National roll-out resources to be deployed in the identified provinces.

5.7 Stakeholder Analysis

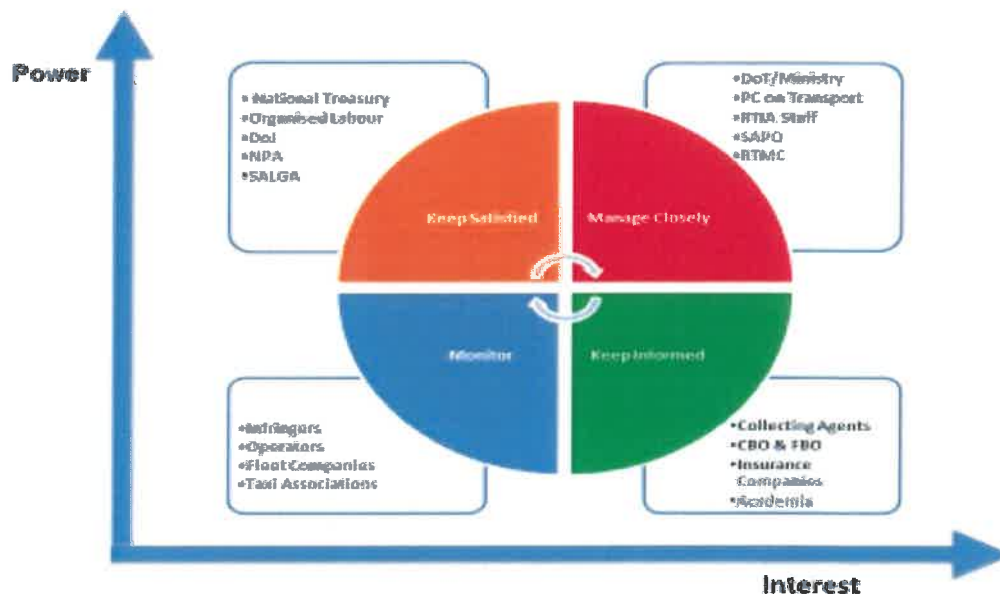


Figure 12: Stakeholder Analysis

5.8 Scenario Based Analysis

The guidance from the President of the Republic and the Minister of Transport leaves very little room to manoeuvre on what strategic queue the Agency ought to adopt beyond 2020. Possible scenarios for an implementation approach of AARTO countrywide are critically analysed hereunder:

5.8.1 Scenario 1: Comprehensive AARTO National Roll Out with PDS by 1 July 2021

Scenario 1 entails a comprehensive AARTO National Roll Out with PDS, Infringements Appeals Tribunal and Driver Rehabilitation Programmes. The roll out is envisaged to be functional in all nine (9) provinces and implemented by all 382 IA's by 1 July 2021.

The scenario under consideration is the desired legislative and road safety intervention required, however, the implications of manifestation of Covid- 19 infections in the economy may have adverse implications on the intended roll out should proactive controls not be employed. The successful AARTO Roll Out is dependent on critical externalities because of legislative prescripts.

The AARTO Act prescribes collaborating with the SA Post Office in discharging AARTO responsibilities. The administration of the AARTO value chain is further dependent on the NCR which is administered by the RTMC. A further reliance is on the Department of Transport to support the Presidency in the establishment of the Appeals Tribunal. Another collaborator that is critical in the AARTO value chain is the Government Printing Works responsible for production of AARTO notice books. The certainty on the state of readiness by all external stakeholders remains a challenge and out of the control of the RTIA.

The risks inherent in the compromised state of readiness by the identified collaborators may expose the system to litigation as a result of an NCR that is incapable of carrying the traffic load, compromised and delayed postage by SAPO and inability of GPW to provide sufficient AARTO books stock levels. If all these stakeholders are not managed may collapse the full implementation of AARTO countrywide. Critical to note is the fact that the current AI's constitute between 50-60% of notices produced countrywide.

The benefits of a successful deployment of AARTO in the Republic is the direct impact on road user behaviour owing to driver accountability through point demerits system. Further advantages include a harmonised road traffic regulation system countrywide. The Comprehensive AARTO National Roll Out will facilitate the establishment of a single national data bank for road traffic offences and infringements.

5.2.2. Scenario 2: Comprehensive National AARTO Roll Out from 1 July 2021 without PDS

The proposed approach in this scenario mitigates against the risk identified in scenario 1 above, particularly with regards to the capability and capacity of the NCR(NRTOR) to accommodate the administering of PDS in its current state. The benefit though of the national roll-out without PDS is that it is likely to materialise with limited challenges emanating from the NCR in its current form.

Deploying AARTO in all other provinces without PDS will allow sufficient time for the RTIA to educate motorists about it and its implications when activated. It is envisaged that should this approach be adopted, PDS can be deployed anytime post-national roll out. A benefit that accompanies this approach is a harmonised road regulation and single data base for road traffic infringers in the Republic from 1 July 2021.

The genesis of conceptualising and adopting AARTO in the Republic is to improve road safety and hold drivers accountable through PDS. This approach is not responsive to that imperative.

Further to the above, the risk inherent in deploying AARTO without PDS is the perpetuation of the perception about introduction of the system as a cash generator than a road safety intervention. This approach without PDS is also different from the current Criminal Justice System approach except that it is more administrative.

The further risk of deploying this scenario is that, while it may appear less risky, it goes against the directive provided by the President of the Republic, the Minister of Transport and the RTIA commitments contained in the NRSS. Other risks brought about by SAPO and GPW are not necessarily mitigated or treated.

Should this scenario be the most preferred, it will have no impact on road safety nor will it have any impact of road crashes, injuries and fatalities.

5.2.3. Scenario 3: Staggered AARTO Roll Out from 1 July 2021

This scenario is among the preferred scenarios due to its less risky nature, this given the perceived capacity and readiness of the NCR, SAPO and GPW. There are three alternatives of a staggered implementation of AARTO National Roll Out:

Staggered Approach 1

This approach may imply rolling out AARTO on different dates in different provinces from 1 July 2021 to February 2022. This approach will be informed by the provinces with majority of issuing authorities who have a higher state of readiness rating i.e., Gauteng, Kwa-Zulu Natal, Limpopo and Western Cape being the first and followed by other

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provinces. Alternatively deploy AARTO in two provinces at a go depending on the benefits and the state of readiness of all provinces.

Staggered Approach 2

This approach is envisaged to consist of rolling out AARTO firstly in bigger AI's who are ready by 1 July 2021. This approach will systematically deploy all other IA's over time and ensure that all provinces are on AARTO before the end of 2022.

The single advantage is that this approach will give RTIA and RTMC sufficient time to align the NCR as and when additional provinces or AI's come on board AARTO. This approach allows all AI's alternatively all provinces to be on AARTO at their own pace. The process will acquire buy in from all AI's should the deployment of AARTO be determined by the readiness assessment of all.

This approach further affords the RTIA time to deploy resources in all provinces without haste over time and not necessarily on the 1 July 2021 as envisaged in the 1st scenario above.

This scenario though, complicates and delays the full implementation of AARTO, particularly PDS and implementation of driver rehabilitation programmes. The limitation of this approach is that it will advance the fragmented road traffic regulation standards and will not support a single database for road traffic offences countrywide.

This staggered approach may perpetuate perceptions on the lack of capacity in the RTIA to lead a successful National Roll Out as envisaged by the shareholder as well as attract lack of credibility of the years of groundwork covered by the Agency in preparing for the National Roll Out.

6. STRATEGIC ANALYSIS AND CHOICE

From the analysis above, it is evident that the legislative mandate of the RTIA makes it a critical player in the Road Safety value chain. The policy direction at international Regional and Domestic level, points the Agency to a specific role in the transformation of road user behaviour, reduction of fatal road crashes and costs related thereto. The presidential and Ministerial directives on the future of AARTO to the Republic places emphasis on advancing accountability on irresponsible and reckless road user behaviour.

Having considered all available strategic permutations, the RTIA strategic choice which is bias to scenario 1 option above points to a comprehensive, systematic and responsible National Rollout of AARTO with inclusion of phase 1-point demerit system on 1 July 2021. All strategic tactics adopted in the medium-term strategic period will endeavour to stabilise AARTO in the Republic and the Region. It is envisaged that the agency will be seized with National rollout activities in the next five to seven years.

7. PART C: MEASURING RTIA PERFORMANCE

7.1 Institutional Programme Performance Information

7.1.1 Impact Statement

Impact Statement

Reduction of Road Fatalities by 30% in 2024/2025.

7.1.2 Programme 1: AARTO Administration & Education

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

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

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
				2020/21	2021/22	2022/23	2023/24
1	Improve AARTO Accessibility & Voluntary Compliance	AARTO Mobile Application Commissioned	Functional AARTO Mobile Application	Developed RTIA Mobile App	AARTO Mobile App implemented	AARTO Mobile App Monitored	AARTO Mobile App Upgraded
2	Efficient & fair Adjudication process	Appeals Tribunal Established	Functional Appeals Tribunal	New	AARTO Appeals Tribunal Engagements Facilitated	Appeals Tribunal Performance Report Developed	Appeals Tribunal Performance Report Developed
3	Integrated Points Demerit System	Functional Point Demerit System	Functional Point Demerit System Implemented	New	PDS Phase1 implemented	Point Demerit System Refined	Point Demerit Review Report Developed

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No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
				2020/21	2021/22	2022/23	2023/24
4	Cultivate Good Road User Behavior	Driver Rehabilitation Programmes Developed	Number of Driver Rehabilitation Programmes Implemented	New	Two (2) Driver Rehabilitation Programmes Developed	Two (2) Driver Rehabilitation Programmes Developed	Driver Rehabilitation Programmes Monitoring Report
5					Two (1) Generic Driver Rehabilitation Programmes Implemented	Two (2) Driver Rehabilitation Programmes Implemented	Two (2) Additional Driver Rehabilitation Programmes Implemented
6	Improve RTIA Accessibility and Voluntary Compliance	AARTO Education and Awareness Campaigns	No of AARTO Education and Awareness Social Media Campaigns Deployed	360 Campaigns	32 AARTO Education and Awareness Social Media Campaigns	48 AARTO Education and Awareness Social Media Campaigns	72 AARTO Education and Awareness Social Media Campaigns
7			No of AARTO Education and Awareness Traditional Media Campaigns Deployed	New	24 AARTO Education and Awareness Traditional Media Campaigns	36 AARTO Education and Awareness Traditional Media Campaigns	54 AARTO Education and Awareness Traditional Media Campaigns
8		RTIA Brand and Reputation Survey Report	Number of RTIA Brand and Reputation Surveys Conducted	New	One (1) RTIA Brand and Reputation Survey	Approved Survey Recommendations Implemented	One (1) RTIA Brand and Reputation Survey

Table 5: Programme 1 AARTO Administration and Education

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7.1.3 Programme 2: Adjudication & AARTO Support

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

Strategic Goal 2: Voluntary compliance with road traffic laws							
No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
				2020/21	2021/22	2022/23	2023/24
9	Efficient and Fair Adjudication Processes	AARTO Electronic Service	Functional AARTO Electronic Services	New	AARTO Electronic Services Rolled Out	Monitoring Report for Electronic Services	Improved Electronic Services
10		Effective AARTO VFMNS System	Number of Operators on the VFMNS	New	500 new Operators registered on the system	1000 new Operators registered on the system	2000 new Operators registered on the system
11		National AARTO Roll-out	% of IAs implementing AARTO	69.73%	90% of IAs Implementing AARTO	100% of IAs Implementing AARTO	Impact Assessment of AARTO Implementation
12	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 from date of receipt	100% of representation s adjudicated within 21 days from date of receipt	100% of representation s adjudicated within 21 days from date of receipt	100% of representation s adjudicated within 21 days from date of receipt

Table 6: Programme 2, Adjudication and AARTO Support

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7.1.4 Programme 3: AARTO Information & Analytics

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

Strategic Goal 3: Build, implement and maintain digital platform to enable intelligent & smart RTIA operations							
No.	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
				2020/21	2021/22	2022/23	2023/24
13	Improve RTIA Accessibility & Voluntary Compliance	AARTO Web Portal	Functional AARTO web Portal	Existing AARTO web portal revamped	AARTO Web Portal Launched	Web Portal Upgraded	Web Portal Upgrade
14		NRTOR system	NRTOR system Developed	New	Gather NRTOR System User Requirements	NRTOR System Design Approved	NRTOR Specifications for Interface Developed
15	Reliable Road User Research and Analytics	Enhanced road traffic offences adjudication processes and services	RTIA Research Agenda Developed	New	Research Agenda Developed	2 Research Papers Developed	3 Research Papers Developed

Table 7: Programme 3 – AARTO Information and Analytics

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7.1.5 Programme 4: Governance & Sustainability

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

Strategic Goal 4: Ensure effective and efficient enterprise, risk and compliance management							
No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance 2020/21	MTEF Targets		
					2021/22	2022/23	2023/24
16	Organisational Re-Alignment	Re-aligned organisation structure	% Occupancy Rate Maintained	Implement organizational structure	90% Occupancy rate maintained	95% Occupancy rate maintained	97% occupancy rate maintained
17	RTIA IT Business Enablement	ICT Strategy Developed	ICT Strategy Developed	New	Development of the RTIA ICT Strategy	Implementation of ICT Strategy	Assessment of ICT Strategy Implementation
18	Clean governance	Unqualified Audit Opinion	Unqualified Audit Opinion	New	% decrease in number of negative findings	Unqualified Audit Opinion	Unqualified Audit Opinion
19	Improve Internal Systems Efficiencies	CRM integrated system	Call Centre CRM System Introduced	New	CRM Call Centre System Introduced for Call Centre	CRM Monitoring Report	-
20	Prudent Financial management	100% Budget Spent	% RTIA Annual Budget Spent	New	100% RTIA allocated budget Spent	100% RTIA allocated budget Spent	100% RTIA allocated budget Spent
21	Increase Competitiveness and Access to Transport Modal networks through effective Regulation	Integrated Road transport Law Enforcement Entities	RTIA, RTMC & DLCA Integrated into one LE Entity	New	Project team Led by the DoT Established	Implementation of the Integrated Road Transport Law Enforcement Entities (RTIA, RTMC & DLCA)	Post Implementation Assessment

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22	Improved governance and strengthened control environment Compliance to 30-day payment requirement	Adequacy of responses to Parliamentary questions	Percentage responses to Parliament questions within stipulated timelines	New	100% responses to Parliament questions	100% responses to Parliament questions	100% responses to Parliament questions
23		Resolution of reported incidents of corruption	Percentage resolution of reported incidents of corruption	New	95% resolution of reported incidents of corruption	95% resolution of reported incidents of corruption	95% resolution of reported incidents of corruption
24		Functionality of ethics structures and adequate capacity	Ethics committees established and operationalized	New	Agency Ethics Committees operationalized	Agency Ethics Committees operationalized	Agency Ethics Committees operationalized
25		Percentage reduction of cases of wasteful and fruitless expenditure	0% maintenance of cases of wasteful and fruitless expenditure	New	0% reduction of cases of wasteful and fruitless expenditure	0% reduction of cases of wasteful and fruitless expenditure	0% reduction of cases of wasteful and fruitless expenditure
26		Percentage reduction of cases of irregular expenditure	75% reduction of cases of irregular expenditure	New	75% reduction of cases of irregular expenditure	75% reduction of cases of irregular expenditure	75% reduction of cases of irregular expenditure
27		Percentage compliance to 30-day payment requirement	100% compliance	New	100% Compliance	100% Compliance	100% Compliance

Table 8: Programme 4 - Governance and Sustainability

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7.1.6 Programme 5: AARTO Rollout Programme

7.1.6.1 Purpose: The programme exists to position the RTIA to address seamless and coordinated implementation of AARTO by all key stakeholders countrywide. The Office of the Registrar and PMO are responsible actors in the 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							
No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
				2020/21	2021/22	2022/23	2023/24
28	Improve RTIA Accessibility and Voluntary Compliance	AARTO National Footprint through Service Outlets	Number of Service Outlets Deployed	New	50 New AARTO service outlets Deployed	100 New AARTO service outlets Deployed	150 New AARTO service outlets Deployed
29		AARTO Self Service Kiosk Deployed	Number of Self Service Kiosk / PC Panel Deployed	50	50 Self Service Kiosk / PC Panel Deployed	44 Self Service Kiosk / PC Panel Deployed	Monitoring of Self Service Kiosk / PC Panel
30		Established RTIA National Footprint in the Republic	Number of Functional Provincial Offices	New	Nine (9) RTIA Provincial Offices Established	RTIA District/ Regional Offices Established	Monitoring Report on Office Utilisation
31		Employment Opportunities Created for historically disadvantaged individuals	Number of job opportunities targeting youth, women and people living with disabilities recruited for AARTO Service Outlets	New	100 positions filled targeting youth, women and people living with disabilities recruited for AARTO Service Outlets	200 positions filled targeting youth, women and people living with disabilities recruited for AARTO Service Outlets	300 positions filled targeting youth, women and people living with disabilities recruited for AARTO Service Outlets

Table 9 :AARTO Rollout Programme

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7.2 Annual Quarterly Performance Targets

7.2.1 Programme 1: AARTO Administration & Education

No	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets			
				1st	2nd	3rd	4th
1.1	Functional AARTO Mobile Application	Quarterly	AARTO Mobile APP Commissioned	Implementation of AARTO Mobile App: Phase 1	Assessment of AARTO Mobile App Phase 1	Testing of AARTO Mobile App: Phase 2	Implementation of AARTO Mobile App: Phase 2
1.2	Functional Appeals Tribunal	Quarterly	Appeals Tribunal Facilitated	Facilitation of the Appointment of the Appeals Tribunal Members	Assessment Report for Appeals Tribunal Performance	Assessment Report for Appeals Tribunal Performance	Assessment Report for Appeals Tribunal Performance
1.3	Functional Point Demerit System	Quarterly	Point Demerit System Implemented	Consultation Report with RTMC on PDS Phase 1	PDS Implementation Report: Phase 1	Assessment of PDS: Phase 1	Assessment of PDS: Phase1
1.4	Number of Driver Rehabilitation Programmes Implemented	Quarterly	Two (2) driver Rehabilitation Programmes Developed	International Benchmarking Review Report	Stakeholder Consultation Report	Development of Rehabilitation Concept Document	Development of two (2) Rehabilitation Programme
1.5			1 Driver Rehabilitation Programme Implemented	Identification of Stakeholders	Induction of Stakeholders/ Service providers	Assessment of the functionality of Driver Rehabilitation Programme	Driver Rehabilitation Performance Report
1.6	Number of AARTO Education and Awareness Social Media	Quarterly	32 AARTO Education and Awareness Social Media Campaigns	8 AARTO Education and Awareness Social Media Campaigns	8 AARTO Education and Awareness Social Media Campaigns	8 AARTO Education and Awareness Social Media Campaigns	8 AARTO Education and Awareness Social Media Campaigns

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No	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets			
				1st	2nd	3rd	4th
1.7	Campaigns Deployed Number of AARTO Education and Awareness Traditional Media Campaigns Deployed	Quarterly	24 AARTO Education and Awareness Traditional Media Campaigns	6 AARTO Education and Awareness Traditional Media Campaigns	6 AARTO Education and Awareness Traditional Media Campaigns	6 AARTO Education and Awareness Traditional Media Campaigns	6 AARTO Education and Awareness Traditional Media Campaigns
1.8	Number of RTIA Brand and Reputation Surveys Conducted	Quarterly	One (1) RTIA Brand and Reputation Survey Conducted	Stakeholder Consultation Report on RTIA Brand and Reputation	Development and distribution of Survey Questionnaire	Analysis of survey responses	RTIA Brand and Reputation Survey Report

Table 10: Programme 1, Annual Performance Target

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7.2.2 Programme 2: Adjudication & AARTO Support

No	Output Indicators	Reporting Period	Annual Target 2020/21	Quarterly Targets			
				1st	2nd	3rd	4th
2.1	Approved AARTO Electronic Services	Quarterly	AARTO Electronic Services rolled out	Systems analysis and design of electronic services	Systems development and testing of electronic services	Systems implementation of electronic services	AARTO electronic services implemented
2.2	Number of Operators on the VFMNS	Quarterly	500 new Operators Registered on the VFMNS	125 Operators Registered on the VFMNS	125 Operators Registered on the VFMNS	125 Operators Registered on the VFMNS	125 Operators Registered on the VFMNS
2.3	% of IA's Implementing AARTO	Quarterly	90% of IAs Implementing AARTO	Assessment of AARTO National Roll-out Readiness	85% IA's on AARTO	Additional 5% IA's on AARTO	Additional 5% IA's on AARTO (Cumulative 90%)
2.4	% of representation s adjudicated within 21 days of date of receipt	Quarterly	100% of representation s adjudicated within 21 days from date of receipt	100% of representation s adjudicated within 21 days from date of receipt	100% of representation s adjudicated within 21 days from date of receipt	100% of representation s adjudicated within 21 days from date of receipt	100% of representation s adjudicated within 21 days from date of receipt

Table 11: Programme 2 Annual Performance Target

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7.2.3 Programme 3: AARTO Information & Analytics

No	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets			
				1st	2nd	3rd	4 th
3.1	Revamped AARTO Web Portal	Quarterly	Revamped AARTO Web Portal Launched	Launching of AARTO Web Portal Phase 1	Assess the Performance of the AARTO Web Portal	Test the AARTO Web Portal Phase 2	Launch of Web Portal Phase 2
3.2	NRTOR System Developed	Quarterly	Gather NRTOR System User Requirements	Conduct Feasibility Study	Stakeholder Engagement Report	Stakeholder Engagement Report	User Requirements Documented
3.3	RTIA Research Agenda developed ¹	Quarterly	1 Research Agenda Developed	Engagement with Institutions of Higher Learning	Engagement with Transport/ Traffic Fraternity/ Business Stakeholders	Development of Research Agenda proposal	1 RTIA Research Agenda Developed

Table 12: Programme 3 Annual Performance Target

¹ Research Agenda indicator will be supported by two (2) research papers in the year under review

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7.2.4 Programme 4: Governance & Sustainability

No	Output Indicators	Reporting Period	Annual Target 2020/21	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
4.1	% Occupancy Rate Maintained	Quarterly	Implementation of the Organizational Structure and maintain 90% occupancy rate	Internal and External Recruitment Interventions Report for 80% staffing rate	Internal and External Recruitment Interventions Report for 85% staffing rate	Internal and External Recruitment Interventions Report for 85% staffing rate	Internal and External Recruitment Interventions Report for 90% staffing rate
4.2	ICT Strategy Developed	Quarterly	ICT Strategy Developed	COBIT 2019 Assessment & definition of Architecture	Formulation of ICT Strategy & COBIT 19 Implementation	Implementation of at least one (1) ICT key strategic initiative from the ICT Strategy	Implementation of at least one (1) additional ICT key strategic initiative from the ICT Strategy
4.3	Unqualified Audit Opinion	Quarterly	% decrease in number of negative audit findings	Execution of the Audit Action Plan based on 2019/2020 findings	-	Formulation of the new Audit Action Plan based on 2020/2021 Findings	Execution of the new Audit Action Plan for 2020/2021 Findings
4.4	Call Centre CRM System Introduced	Quarterly	CRM Call Centre System Introduced for AARTO Back Office	CRM Call Centre System Deployment Report	CRM Call Centre System Performance Report	CRM Call Centre System Performance Report	CRM Call Centre System Performance Report
4.5	% RTIA Annual Budget Spent	Quarterly	100% RTIA Allocated Budget Spent	50% budget Spent	70% budget Spent	90% RTIA Allocated Budget Spent	100% RTIA Allocated Budget Spent
4.6	RTIA, RTMC & DLCA Integrated into one LE Entity ²	Quarterly	Project team Led by the DoT Established	RTIA/RTMC Board Agreement Signed	Due Diligence in the RTIA Conducted	Migration readiness Assessment	Migration of RTIA undertaken

² RTIA, RTMC & DLCA Integrated into one Law Enforcement Entity: This performance indicator was a DoT directive

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No	Output Indicators	Reporting Period	Annual Target 2020/21	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
4.7	% responses to Parliamentary questions within stipulated timelines	Bi-Annually	100% responses to parliamentary questions	-	Bi-annual Report on the Status of responses to Parliamentary Questions	-	Annual Report on the Status of responses to parliamentary Questions
4.8	% Resolution of reported incidents of corruption	Bi-Annually	95% Resolution of reported incidents of Corruption	-	Bi-annual Report on progress made to resolve reported incidents of corruption	-	Annual Report on steps taken to ensure resolution of reported incidents of corruption
4.9	Ethics Committees established and Operationalised	Bi-Annual	Operations of Ethics Committees Monitored	-	Bi-Annual Report on the Status and operations of Ethics Committees in the Agency	-	Annual Report on the Status of operations and Ethics Committee in the Agency
4.10	% Maintenance of Wasteful and Fruitless Expenditure	Bi-Annual	0% maintenance of Wasteful and Fruitless Expenditure	-	Bi-Annual Report on steps taken to prevent Fruitless & Wasteful Expenditure in the Agency	-	Annual Report on steps taken to prevent Fruitless & Wasteful Expenditure in the Agency
4.11	% Reduction of Cases of Irregular Expenditure	Bi-Annual	75% Reduction of Cases of Irregular Expenditure	-	Bi-Annual Report on Steps taken to reduce Irregular Expenditure in the Agency	-	Annual Report on Steps taken to reduce Irregular Expenditure in the Agency
4.12	% Compliance to 30-Day payment Requirement	Bi-Annual	100% Compliance to 30-day Payment Requirement	-	Bi-Annual report on Steps taken to ensure Compliance to the	-	Annual report on Steps taken to ensure Compliance to the

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No	Output Indicators	Reporting Period	Annual Target 2020/21	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
					30-day payment Requirement		30-day payment Requirement

Table 13: Programme 4 Annual Performance Targets

7.2.5 Programme 5: AARTO Rollout Programme

NO	Output Indicators	Reporting Period	Annual Target 2021/22	Quarterly Targets			
				1 st	2 nd	3 rd	4 th
5.1	Number Service Outlets Deployed	Quarterly	50 Service Outlets Deployed	50 Service Outlets Deployed	Assessment of Service Outlets	Assessment of Service Outlets	Assessment of Service Outlets
5.2	Number of Self Service Kiosk Deployed	Quarterly	50 Self Service Kiosks / PC Panels Deployed	50 Self Service Kiosks / PC Panels Deployed	Assessment of Self Service Kiosk /PC Panels	Assessment of Self Service Kiosk /PC Panels	Assessment of Self Service Kiosk / PC Panels
5.3	Number of RTIA Provincial Offices Established	Quarterly	Nine (9) RTIA Provincial Offices Established	Nine (9) RTIA Provincial Offices Established	Assessment of Provincial Offices Established	Assessment of Provincial Offices Established	Assessment of Provincial Offices Established
5.4	Number of job opportunities created	Quarterly	100 jobs created targeting youth, women and people leaving with disabilities	Q1 Recruitment Report with minimum 70% of Identified categories of HR Recruited	Q2 Recruitment Report with 100% of Identified categories of HR Recruited	-	-

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Table 14: Programme 5 AARTO Rollout Programme

8. Programme Resource Allocations

Figures in R'000	Actual 2016/17	Actual 2017/18	Actual 2018/19	Actual 2019/20	Five Years Budget Estimates				
					2020/21	2021/22	2022/23	2023/24	2024/25
Government grant	10 092,00	17 696,00	11 722,00	7 770,00	8 197,00	8 648,00	9 080,00	9 624,80	10 202,29
Earmarked Funding (Ring-fenced)						215 760,00	165 195,00	143 529,00	
Infringement fees	140 906,00	166 036,00	160 060,00	270 867,00	228 000,00	609 900,00	802 560,00	882 816,00	971 098,00
Adjusted Budget/Relief Funding					80 021,00				
Interest received	9 930,00	8 656,00	6 600,00	1 050,00	-	-	-	-	-
Total income	160 928,00	192 388,00	178 382,00	279 687,00	316 218,00	834 308,00	976 835,00	1 035 969,80	981 300,29
Other income	151,00	10,00	374,00	401,00					
Impairment loss on assets	-	-	-	-	-	-	-	-	-
Depreciation and amortization on assets	4 170,00	3 372,00	3 309,00	3 567,00	3 675,00	3 932,00	4 168,00	4 418,08	4 683,16
Employment costs	76 703,00	82 216,00	81 707,00	126 605,00	161 146,00	197 455,42	209 302,75	221 860,91	235 172,56
Other operating expenses	62 790,00	125 157,00	103 664,00	125 009,00	145 397,00	598 600,58	725 612,25	768 163,61	695 764,65
Repairs and maintenance	353,00	296,00	79,00	405,00	-	-			
Rental Mobile Buses	958,00	11 665,00	10 401,00	13 632,00	6 000,00	34 320,00	37 752,00	41 527,20	45 679,92
Total spending	144 974,00	222 706,00	199 160,00	269 218,00	316 218,00	834 308,00	976 835,00	1 035 969,80	981 300,29
(Deficit) / Surplus	16 105,00	-	-	10 870,00	-	-	0,00	0,00	-
		30 308,00	404,00						0,00
Capital expenditure	683,00	1 785,00	1 408,00	8 900,00	20 900,00	69 185,020	66 404,98	72 560,23	45 936,07

Table 15: Resource Allocations

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Figures in R'000	Budget	Budget	Budget	Budget	Budget
Programme	2020/21	2021/22	2022/23	2023/24	2024/25
Programme 1: AARTO Administration & Education	55 241,00	238 363 840,00	356 325 000,00	377 843 000,00	357 958 000,00
Programme 2: Adjudication & AARTO Support	123 861,00	254 783 495,03	248 813 000,00	263 839 000,00	249 954 000,00
Programme 3: AARTO Information & Analytics	6 500,00	12 159 879,00	12 287 000,00	13 029 000,00	12 343 000,00
Programme 4: Governance & Sustainability	109 063,00	207 383 419,00	184 305 000,00	195 435 000,00	185 149 000,00
Programme 5: AARTO Rollout Programme	21 553,00	121 706 697,00	175 093 000,00	185 667 000,00	175 896 000,00
Total	316 218,00	834 397 330,03	976 823 000,00	1 035 813 000,00	981 300 000,00

Table 16: Programme Resource Allocations

9. Updated Key Risks and Mitigation

Outcome	Key risks	Mitigation
Improve RTIA accessibility and voluntary compliance	NaTIS downtime at the service outlets, kiosks, PC panels and mobile units	<ol style="list-style-type: none"> 1. Deploy the new spring framework 2. Refresh of the core infrastructure 3. Increase storage and processing speed 4. Plan to take ownership of the NRTOR
	Inability of SAPO to service all IAs	<ol style="list-style-type: none"> 1. Review of SLA with SAPO 2. Continuous engagements (through SAPO operational committee) on SAPO performance 3. Implementation of ordinary mail
	Lack of compliance by IAs to serve infringement notices via registered mail	<ol style="list-style-type: none"> 1. Implementation of ordinary mail 2. Offsetting of SAPO invoices against the amounts due to IAs
Prudent Financial management	Inability to spend 100% of the budget	<ol style="list-style-type: none"> 1. Implementation of Demand Management plan 2. Include budget management in Managers' KPIs 3. Fulfilment of procurement plan
Organisational re-alignment	Inability to adequately resource the Agency	<ol style="list-style-type: none"> 1. Rationalisation of the organisational structure 2. Continuous implementation of risk treatments in the Covid risk register 3. Retention strategy 4. Digitisation
Clean governance	Irregularities in compliance and reporting processes	<ol style="list-style-type: none"> 1. System integration between HR, Finance and SCM 2. Capacitation of Finance and SCM units 3. Monitoring audit findings dashboard

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Outcome	Key risks	Mitigation
		4. Inclusion of procurement and compliance deliverables in Managers' scorecards
RTIA IT Business Enablement	Ineffective ICT enablement	<ol style="list-style-type: none"> 1. Update and finalise ICT strategy after approval of organisation's business operating model 2. Approval of ICT strategy document 3. Implement ICT strategy
Efficient and Fair Adjudication Processes	Increase in number of applications for representations	<ol style="list-style-type: none"> 1. Regular interaction with infringers through the issuance of statements and engagements 2. VFMNS notification system 3. Awareness campaigns
	Inability of the Appeals Tribunal to process appeals received within the prescribed timelines	<ol style="list-style-type: none"> 1. Amending the AARTO Act to include creation of satellite tribunals at provinces 2. Powers of the appeals tribunal are defined in the draft AARTO Regulations
Improve Internal Systems Efficiencies	Exposure to cyber-attacks and data breaches	<ol style="list-style-type: none"> 1. Procurement and implementation of the disaster recovery site 2. Replacement of hardware that reached end of life
	Corruption in AARTO environment	<ol style="list-style-type: none"> 1. Random distribution system of adjudications locked to specific adjudicator 2. To effect strict systems business rules aligned to policy 3. System integration to enforce adherence to timelines 4. Increased communication about the risk of using the services of tauters
Increase Competitiveness and Access to Transport Modal networks through effective Regulation	Uncertainty over jobs security	<ol style="list-style-type: none"> 1. Continuous communication regarding rationalisation development and

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Outcome	Key risks	Mitigation
		<ul style="list-style-type: none"> implementation of a change management strategy 2. Upskilling of labour workforce 3. Administrative inputs regarding the impact assessment of rationalisation
Cultivate Good Road User Behavior	Limited understanding of AARTO by the general public	<ul style="list-style-type: none"> 1. Development of aligned communications strategy and plan 2. Enhanced digital communication approaches

Table 17: Risk and Mitigation

10. Programme 1: AARTO Administration & Education

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

10.1 Indicator TID-1.1: Implementation of AARTO Mobile Application

Indicator Ref #	TID-1.1
Indicator Title	Implementation of AARTO Mobile Application
Definition	<p>A functional mobile application will consist of two phases, phase 1 and phase 2.</p> <p>Phase 1: User Registration, log in, password reset, notifications, the four elective options, view infringement status, mailbox, "about us", contact details as well as all the back office service offerings.</p> <p>Phase 2: Compulsory rehabilitation, voluntary rehabilitation, appeal or review, condonation, view demerit status and history, pay my fine, , reporting as well as verify a driver's qualification.</p>
Source of Data	NCR User Report
Method of Calculation or Assessment	<p>Performance measured in number of phases implemented:</p> <p>Phase 1 as defined above</p> <p>Phase 2 as defined above</p>
Means of Verification	Mobile App Usage Report
Assumptions	A significant majority of middle class road users have digital access through smart phones / electronic gadgets.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	<p>Functional AARTO Mobile Application</p> <p>Q1: AARTO Mobile App Implemented: Phase 1</p> <p>Q2: Functionality Assessment Report produced</p> <p>Q3: AARTO Mobile App Phase 2: Test Report</p> <p>Q4: AARTO Mobile App: Phase 2 Implementation Report</p>
Indicator Responsibility	Deputy Registrars: Traffic Infringement Management, Senior Manager IT

Table 18: TID 1.1 implementation of RTIA Mobile App

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10.2 Indicator TID-1.2: Functional Appeals Tribunal

Indicator Ref #	TID-1.2
Indicator Title	Functional Appeals Tribunal
Definition	Established Appeals Tribunal consisting of one (1) Chairperson with eight (8) members
Source of Data	Appeals Tribunal Performance Reports
Method of Calculation or Assessment	Qualitative
Means of Verification	Appointment letters
Assumptions	AARTO National rollout cannot materialise outside the establishment of the Appeals Tribunal
Disaggregation of Beneficiaries (where applicable)	Appeals Tribunal to have women representation
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	1 Appeals Tribunal Established Q1: Facilitation report on the establishment of the Appeals Tribunal Q2: Assessment Report on the functionality of the Tribunal Q3: Assessment Report on the functionality of the Tribunal Q4: Assessment Report on the functionality of the Tribunal
Indicator Responsibility	Executive Manager: Legal & Governance

Table 19: TID 1.2 Functional Appeals Tribunal

10.3 Indicator TID-1.3: Functional Points Demerit System Implemented

Indicator Ref #	TID-1.3
Indicator Title	Functional Point Demerit System Implemented
Definition	An NCR based on a Point Demerit System that is informed by phase 1 of the AARTO Regulations with the provision that the list can be varied informed by Road Traffic Information
Source of Data	NRTOR/ NCR Report
Method of Calculation	Number of Infringement Categories Incorporated in Phase 1 of the PDS
Means Of Verification	NCR Report with number of offences or Motorist that Attract Point Demerits.
Assumption	NCR in its current form can accommodate the new point demerit system as per new AARTO Regulations from 12 points to 15 points
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Functional Points Demerit System as per Phase 1 of AARTO Regulations 2020 Q1: Consultation Report with the RTMC Q2: Implementation Report for Q2 on Phase 1 of PDS Q3: Implementation Report for Q3 on Phase 1 of PDS Q4: Implementation Report for Q4 on Phase 1 of PDS
Indicator Responsibility	Deputy Registrar: TIM

Table 20: TID 1.3 Functional Points Demerit System Implemented

10.4 Indicator TID-1.4: Number of driver rehabilitation programmes Developed

Indicator Ref #	TID-1.4
Indicator Title	Number Of Driver Rehabilitation Programs Developed
Definition	Two (2) Driver rehabilitation programmes developed. Programmes consisting of professional therapy, simulation and driving instructor programmes or road safety programmes aimed at the transformation of driver behaviour resulting from Accrued PDS, unacceptable driver behaviour and voluntary application
Source of Data	Rehabilitation Programmes Approval Submission
Method of Calculation	Simple count
Means Of Verification	Appointment of Services Providers/ Stakeholders
Assumption	AARTO National Roll Out will be Amplified by Incorporation of Driver Rehabilitation Programmes.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Approved and Functional Driver Rehabilitation Programmes Q1: Business Case Review Report on International Benchmarking Q2: Stakeholder Report Produced Q3: Driver Rehabilitation Concept Document Produced Q4: 2 Different Rehabilitation Programmes Developed
Indicator Responsibility	Deputy Registrar: TIM

Table 21: TID 1.4 Number of Driver Rehabilitation Programmes Implemented

10.5 Indicator TID-1.5: Number of Driver Rehabilitation Programmes Implemented

Indicator Ref #	TID-1.5
Indicator Title	One Generic Driver Rehabilitation Programs Implemented
Definition	One (1) Generic Driver Rehabilitation Programs Implemented. The programme will consist of psychosocial, driver instructor interventions as well as driver simulators. Driver simulators will depend on infringements committed.
Source of Data	Approved Driver Rehabilitation Programme Submission
Method of Calculation	Qualitative
Means Of Verification	Appointment of Service Providers
Assumption	One Driver Rehabilitation Programme is Already in Place.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly

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Desired Performance	One Generic Driver Rehabilitation Programme Deployed Q1: Identification of Stakeholder Report Q2: Induction of Stakeholder Report Q3: Assessment report for Rehabilitation programme implemented Q4: Implementation Report for Driver Rehabilitation programme
Indicator Responsibility	Deputy Registrar: TIM

Table 22: TID 1.5 Number of Driver Rehabilitation Programmes Implemented

10.6 Indicator TID-1.6: Number of AARTO Education and Awareness Social Media Campaigns Deployed

Indicator Ref #	TID-1.6
Indicator Title	Number Of AARTO Education and Awareness Social Media Campaigns Deployed
Definition	Eight (8) Education and Awareness Campaign themes deployed per quarter on social media platforms. A campaign is defined by the number social media engagements / posts/ activities designed to communicate one message. Depending on the level of importance, a campaign can be repeated in a different quarter. A campaign should have a minimum of eight (8) posts.
Source of Data	Social Media Platforms
Method of Calculation	Quantitative :Simple Count
Means of Verification	Social Media Platforms' Monthly Performance Reports
Assumption	Majority of Road Users Have Access to Social Media
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	32 X AARTO Awareness and Education Social Media Campaigns Deployed
Indicator Responsibility	Executive: SDME

Table 23: TID 1.6 Number of AARTO education and awareness social media campaigns deployed

10.7 Indicator TID-1.7: Number of AARTO Education and Awareness Traditional Media Campaigns Deployed

Indicator Ref #	TID-1.7
Indicator Title	Number of AARTO Education and Awareness Traditional Media Campaigns Deployed
Definition	Twenty Four (24) (6 per quarter) Traditional AARTO Public awareness and education campaigns conducted through print media platforms and radio stations (commercial / national / community) to heighten AARTO awareness. Depending on the level of importance, a campaign can be repeated in a different quarter.
Source of Data	Monthly and Quarterly reports
Method of Calculation	Quantitative: Minimum of five (5) communication activities advancing a common message defines a campaign.
Means Of Verification	News Papers, TV, Magazines, Radio Soundbites and Bulletins, Reports
Assumptions	Traditional media is a common mainstream communication platforms.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly

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Desired Performance	Traditional AARTO Education and Awareness Campaigns Deployed Q1: Six (6) Q2: Six (6) Q3: Six (6) Q4: Six (6)
Indicator Responsibility	Deputy Registrars: SDME

Table 24: TID 1.7 Number of AARTO Education and Awareness Traditional Campaigns Deployed

10.8 Indicator TID-1.8: Number of RTIA Brand and Reputation Surveys Conducted

Indicator Ref #	TID-1.8
Indicator Title	Number of RTIA Brand and Reputation Surveys Conducted
Definition	An enquiry to determine public and customer perception about the RTIA brand, reputation and services.
Source of Data	Survey Questionnaires and Related Report
Method of Calculation	Quantitative: Simple Count
Means of Verification	Survey responses
Assumptions	Road users are always willing to share their views and perceptions about the RTIA brand and reputation
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired Performance	One (1) RTIA Brand and Reputation Survey Conducted Q1: Stakeholder Consultation report Q2: Development & Distribution of Questionnaires Report Q3: Analysis (of questionnaires) Report Q4: Survey Report Produced
Indicator Responsibility	Deputy Registrars: SDME

Table 25: TID 1.8 Number of RTIA Brand and Reputation Surveys Conducted

11. Programme 2: Adjudication & AARTO Support

Strategic Goal 2: Voluntary compliance with road traffic laws

11.1 Indicator TID-2.1: Number of AARTO Electronic Services Implemented

Indicator Ref #	TID-2.1
Indicator Title	Number of AARTO Electronic Services Implemented
Definition	Implementation of an electronic service to issue courtesy letters and enforcement orders. Other AARTO related documents can be added as electronic service
Source of Data	NCR System
Method of Calculation	Quantitative
Means of Verification	NCR Reports
Assumptions	The NCR is capable of facilitating electronic service for CL and EO based on NCR available emails and SMS's
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Electronic service developed and implemented Q1: System analysis and design report Q2: System Development & Testing Report Q3: Implementation Report Produced Q4: Implementation Report Produced
Indicator Responsibility	Deputy Registrar: TIM

Table 26: TID 2.1 Number of AARTO electronic Services Implemented

11.2 Indicator TID-2.2: Number of Operators on VFMNS

Indicator Ref #	TID-2.2
Indicator Title	Number of Operators on the Vehicle Fleet Management Notification System (VFMNS)
Definition	Recruiting 500 new operators on the VFMNS. This will be based on the recruitment campaign through workshops conducted with operators and fleet owners and ensuring that such are registered on the VFMNS system. An operator can be anyone with more than five (5) vehicles.
Source of Data	Stakeholder Engagement Reports
Method of Calculation	Quantitative : simple count
Means of Verification	Verification of recruitment through workshops(physical or Online) and registration of such on the system. Voluntary requests for registration can be included in the cumulative 500 operators registered of VFMS.
Assumptions	There are a number of operators and fleet owners with more than five (5) vehicles
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Recruiting 500 new operators on the VFMS

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Indicator Responsibility	Deputy Registrar: TIM
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Table 27: TID 2.2 Number of Operators on VFMNS

11.3 Indicator TID-2.3: % IAs Implementing AARTO

Indicator Ref #	TID-2.3
Indicator Title	% of IAs Implementing AARTO
Definition	% of IAs implementing AARTO is based on the total number of IAs throughout the country that will be assisted to implement AARTO upon proclamation by the President.
Source of Data	AARTO Implementation report
Method of Calculation	Quantitative : cumulative
Means of Verification	NCR reports and AARTO implementation reports
Assumptions	Almost all IAs throughout the country have been visited and assessed for AARTO readiness as per the RTIA checklist.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	90% of IAs Implementing AARTO Q1: Approved Readiness Assessment Report produced Q2: 85% AI's on AARTO Report produced Q3: Additional 5% AI's on AARTO Report produced Q4: Additional 5% AI's on AARTO Report produced (Total 90% of AI's on AARTO by year end)
Indicator Responsibility	Deputy Registrar: TIM

Table 28: TID 2.3 % of IAs Implementing AARTO

11.4 Indicator TID-2.4: % of Received Representations Adjudicated within 21 Days

Indicator Ref #	TID-2.4
Indicator Title	% of received representations adjudicated within 21 d
Definition	The indicator measures the percentage of representations adjudicated within a 21 day period from date of receipt. The assessment is conducted for all four (4) quarters cumulatively.
Source of Data	NCR report obtained directly from the RTMC.
Method of Calculation	100% of received representations between 1 April 2021 to 31 March 2022 should be finalised within 21 days from date of receipt, despite whether representations are successful or not. 21 Days is calculated per calendar days. This formula applies despite the reporting period. Monthly, quarterly and annual reports will outline, Received in the reporting period; Adjudicated within 21 days in the reporting period and; Pending in the reporting period.
Means of Verification	NCR report
Assumption	It is assumed that RTIA has capacity to adjudicate received representations within 21 days
Disaggregation of Beneficiaries (where applicable)	N/A

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Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	100% representations adjudicated within 21 days from date of receipt during the entire financial year.
Indicator Responsibility	Deputy Registrar: TIM

Table 29: TID 2.4: % of Received Representations Adjudicated within 21 Days

12. Programme 3: AARTO Information & Analytics

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

12.1 Indicator TID-3.1: Functional AARTO Web Portal Launched

Indicator Ref #	TID-3.1
Indicator Title	Revamped AARTO Web Portal
Definition	The improvement of the AARTO web portal to incorporate provisions of the AARTO amendment legislations and supporting regulations.
Source of Data	Internet
Method of Calculation	Qualitative
Means of Verification	Revamped AARTO web portal usage report
Assumption	a user friendly web portal will increase access and users.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Revamped AARTO web portal with elections aligned to the amendment Act and 2020 regulations. Q1: Website Launch Report: Phase 1 Q2: Assessment of Web Portal Report Q3: Web Portal Phase 2 Test Report Q4: Web Portal Launch Report: Phase 2
Indicator Responsibility	DR:TIM

Table 30: TID 3.1 Functional and Accessible AARTO Web Portal

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12.2 Indicator TID-3.2: NRTOR System User Requirements Developed

Indicator Ref #	TID-3.2
Indicator Title	NRTOR System Developed
Definition	A National Road Traffic Offences Register managed by RTIA developed. For the year under review, the Agency is required to produce user requirements, stakeholder engagement and feasibility study reports
Source of Data	Approved management reports
Method of Calculation	Qualitative
Means of Verification	Management reports
Assumption	The RTIA has procurement capability to acquire the development of such a system.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	Developed user requirements for the new NRTOR Q1: Feasibility Study report Q2: Stakeholder Engagement Report Q3: Stakeholder Engagement report Q4: Approved User requirements
Indicator Responsibility	DR:TIM

Table 31: TID 3.2 NRTOR System Developed

12.3 Indicator TID-3.3: RTIA Research Agenda Developed

Indicator Ref #	TID-3.3
Indicator Title	One (1) Research Agenda Developed
Definition	A research agenda developed and approved
Source of Data	Research Report
Method of Calculation	Qualitative
Means of Verification	Research Questionnaire
Assumption	The omission of foreign driver in the AARTO value chain may compromise the integrity of the AARTO road safety intervention.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	One Research Agenda produced Q1: Approved Engagement Report with Institutions of Higher Learning produced Q2: Approved Stakeholder Engagement Report Q3: Research Agenda Proposal Approved Q4: Approved RTIA Research Agenda
Indicator Responsibility	DR:SDME

Table 32: TID 3.3 Number of Research Projects Undertaken

13. Programme 4: Governance & Sustainability

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

13.1 Indicator TID-4.1: Implementation of the Organisational Structure and Maintain 90% Occupancy

Indicator Ref #	TID-4.1
Indicator Title	Implementation of the organisational structure and maintain 90% occupancy
Definition	Quarterly talent attraction and recruitment interventions deployed through external and internal methods. Number of recruitment drives to support 90% of approved positions in the organisational Structure.
Source of Data	HR Quarterly reports
Method of Calculation	Quantitative
Means of Verification	Portfolio of evidence with internal and external recruitment drives. Approved submissions; appointment letters and acceptance letters as well as % of the occupancy rate for each quarter.
Assumptions	RTIA requires capacitation for the national roll out
Disaggregation of Beneficiaries (where applicable)	100% of entry level positions to be bias towards woman, youth and people living with disabilities. senior management positions, 50% woman.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	RTIA to maintain 85% vacancy rate through talent management interventions Q1:80% Occupancy Rate Q2:85% Occupancy Rate Q3:85% Occupancy Rate Q4:90% Occupancy Rate
Indicator Responsibility	Executive Manager: Corporate Services

Table 33: TID 4.1 % Occupancy Rate Maintained

13.2 Indicator TID-4.2: ICT Strategy Developed

Indicator Ref #	TID-4.2
Indicator Title	Development of ICT Strategy
Definition	3-year ICT strategy document produced. Strategy aligned to the MTEF period from 2021/2022. Strategy development to be preceded by COBIT 2019 assessment. Emphasis of strategy to focus on enterprise architecture development , system integration and ERP.
Source of Data	Board approved ICT Strategy 2021
Method of Calculation	Quantitative :simple count
Means of Verification	A Board approved ICT strategy document
Assumptions	Agency received a disclaimer and aims to work towards a clean audit outcome
Disaggregation of Beneficiaries (where applicable)	N/A.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly

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Desired Performance	Board Approved ICT Strategy developed: Q1: COBIT 19 Assessment conducted with a combination of Enterprise Architecture defined Q2: ICT Strategy developed with COBIT 19 Philosophy. COBIT 2019 Implemented Q3: Implementation of at least one (1) ICT key strategic initiative from the ICT Strategy Q4: Implementation of at least one (1) additional ICT key strategic initiative from the ICT Strategy
Indicator Responsibility	DR: TIM

Table 34 : TID 4.2 RTIA Operating Model Implemented

13.3 Indicator TID-4.3: Call Centre CRM system introduced

Indicator Ref #	TID-4.3
Indicator Title	Call Centre CRM system introduced
Definition	Introduction of an enhanced customer relations management system that has comprehensive and intelligent capabilities.
Source of Data	RTIA call centre
Method of Calculation	Qualitative
Means of Verification	CRM System reports
Assumptions	The RTIA requires an intelligent information management system.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Call centre administered and managed through the state of the art Customer Relationship Management System Q1: CRM Deployment Report Produced Q2: CRM Assessment Report Produced Q3: CRM Assessment Report Produced Q4: CRM Assessment Report Produced
Indicator Responsibility	DR:TIM

Table 35: TID 4.3 Call Centre CRM System Introduced

13.4 Indicator TID-4.4: 100% RTIA Allocated Budget Spent

Indicator Ref #	TID-4.4
Indicator Title	% RTIA Annual Budget Spent
Definition	Monitoring and reporting on budget spending
Source of Data	Financial Report
Method of Calculation	Actual spending divided by allocated budget expressed as a percentage
Means of Verification	Quarterly Budget spending report
Assumption	All the project owners are spending in line with their allocated budgets and have demand management plans inclusive of detailed project plans.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly

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Desired Performance	Q1 50% Budget Spent Q2 70% Budget Spent Q3 90% Budget Spent Q4 100% Budget Spent
Indicator Responsibility	CFO & Project owners.

Table 36: TID 4.4 100% RTIA Budget Spent

13.5 Indicator TID- 4.5 : Achievement of Clean Governance through an Unqualified Audit Opinion

Indicator Ref #	TID- 4.5
Indicator Title	Achievement of clean governance through an unqualified audit opinion
Definition	Percentage (%) decrease in the number of external negative findings
Source of Data	Auditor-General Management Report and Audit Report
Method of Calculation	Milestones achieved against the approved baseline project plan
Means of Verification	Audit Findings Dashboard and Internal Audit Follow-up Report/s.
Assumption	The RTIA to adhere and monitor the audit action plan
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Unqualified Audit Opinion Q1: Execution of Audit Action Plan based on 2019/2020 audit findings Q2: N/A Q3: Formulation of the New Audit Action Plan based 2020/21 audit findings Q4: Execution of Audit Execution Plan based of 2020/2021 audit findings
Indicator Responsibility	Chief Financial Officer

Table 37: TID 4.5 Achievement of Clean Governance through an unqualified Audit Opinion

13.6 Indicator TID: 4.6 RTIA, RTMC & DLCA Integrated into One Entity

Indicator Ref #	TID-4.6
Indicator Title	RTIA,RTMC & DLCA Integrated into one LE Entity
Definition	RTIA Law enforcement functions within the RTIA rationalised and migrated to the RTMC.
Source of Data	Board Approved Migration Plan
Method of Calculation	Qualitative
Means of Verification	Annual HR Report Revised Organizational Structure Annual Report
Assumptions	RTIA Functions to be rationalised are not known
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A

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Reporting Cycle	Quarterly
Desired Performance	RTIA Law enforcement functions within the RTIA rationalised and migrated to the RTMC Q1: RTIA/RTMC Boards Agreement signed Q2: Analysis of RTIA functions and affected human resources Q3: Report produced detailing the rationalization readiness Q4: Migration of rationalised functions, people and related resources
Indicator Responsibility	DR:SDME

Table 38: TID 4.6 RTIA, RTMC & DLCA Integrated into One Entity

13.7 Indicator TID: 4.7 % Responses to Parliamentary Questions within the Stipulated Timeframes

Indicator Ref #	TID-4.7
Indicator Title	% Responses to Parliamentary Questions within the Stipulated Timeframes
Definition	The ability of the RTIA to formally respond to official parliamentary questions within the time stipulated in each question
Source of Data	Official Parliamentary question and answer to each question.
Method of Calculation	Quantitative
Means of Verification	RTIA Parliamentary Question Register
Assumptions	Parliament frequently asks the DoT questions on the running and compliance of the Agency to prescripts. The Agency is obligated to provide responses to all questions by Parliament
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Bi Annually
Desired Performance	100% of questions asked in Parliament should be responded to within the stipulated time Q2: Bi-Annual report on the status of response to Parliamentary questions Q4: Annual report on the status of response to Parliamentary questions
Indicator Responsibility	DR:SDME & Executive Legal

Table 39: TID 4.7 % Responses to Parliamentary Questions within stipulated Timeframes

13.8 Indicator TID: 4.8 % Resolution of reported incidents of corruption

Indicator Ref #	TID-4.8
Indicator Title	% Resolution of Reported Cases of Corruption
Definition	The cases of corruption differ in complexity and require different competencies, which may not always be within the Agency. The agency is required to report on a Bi-annual basis on the status of each case of corruption reported in line with the RTIA Fraud prevention policy and fraud prevention plan.
Source of Data	RTIA Fraud & Corruption Case Register
Method of Calculation	Quantitative
Means of Verification	Number of corruption cases reported on different platforms and captured on a register
Assumptions	The nature of the traffic management business has historically been dominated by reports of bribery and corruption
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A

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Reporting Cycle	Bi Annually
Desired Performance	95% resolution of reported incidents of corruption Q2: Bi-Annual report on steps taken to ensure resolution of reported incidents of corruption Q4: Annual report on steps taken to ensure resolution of reported incidents of corruption
Indicator Responsibility	DR:SDME & Executive Legal

Table 40: TID 4.8 % Resolution of Reported Cases of Corruption

13.9 Indicator TID: 4.9 Ethics Committees Established and Operationalised

Indicator Ref #	TID-4.9
Indicator Title	Ethics Committees Established and Operationalised
Definition	The RTIA to establish and operationalise internal Committees that focus on ethics
Source of Data	Governance Monthly reports
Method of Calculation	Quantitative
Means of Verification	Ethics Meeting's records
Assumptions	The RTIA has sufficient skilled human resources that can establish and maintain ethics committee meetings. This is premised on the increased importance of integrity in government institutions
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Bi Annually
Desired Performance	RTIA to submit two reports on the establishment and operationalization of Ethics committees Q2: Bi-Annual report on status and operations of committees Q4: Annual report on status and operations of committees
Indicator Responsibility	DR: Executive Legal & Company Secretary

Table 41: TID 4.9 Ethics Committees Established and Operational

13.10 Indicator TID: 4.10 % Maintenance of Wasteful and Fruitless Expenditure

Indicator Ref #	TID-4.10
Indicator Title	% Maintenance of Wasteful and Fruitless Expenditure
Definition	Entity to put internal control measures in place to maintain 0% wasteful and Fruitless expenditure
Source of Data	Internal audit reports and monthly RTIA management accounts
Method of Calculation	Quantitative
Means of Verification	Financial & Expenditure Accounts and Internal Audit Reports
Assumptions	The RTIA has in the recent years never recorded wasteful and fruitless expenditure
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Bi Annually
Desired Performance	RTIA to submit two reports on steps adopted by the Agency to maintain 0% wasteful and fruitless expenditure

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	Q2: Bi-Annual report on steps taken to reduce wasteful and fruitless expenditure Q4: Annual report on steps taken to reduce wasteful and fruitless expenditure
Indicator Responsibility	CFO

Table 42: TID 4.10 % Maintenance of Wasteful and Fruitless Expenditure

13.11 Indicator TID: 4.11 % Reduction of Cases of Irregular Expenditure

Indicator Ref #	TID-4.11
Indicator Title	% Reduction of Cases of Irregular Expenditure
Definition	Entity to put internal control measures in place to reduce irregular expenditure by 75% during the year under review
Source of Data	Internal audit reports, monthly RTIA management accounts and SCM monthly reports
Method of Calculation	Quantitative
Means of Verification	Financial & Expenditure Accounts, Internal Audit Reports and SCM monthly reports
Assumptions	The RTIA has in the current financial identified prospects of irregular expenditure as per findings of the AG in the previous financial year
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Bi Annually
Desired Performance	RTIA to submit two reports on steps adopted by the Agency to reduce irregular expenditure by 75% Q2: Bi-Annual report on steps taken to reduce irregular expenditure Q4: Annual report on steps taken to reduce irregular expenditure
Indicator Responsibility	CFO

Table 43: TID 4.11 % Reduction of Cases of Irregular Expenditure

13.12 Indicator TID: 4.12 % Compliance to 30 Day Payment Requirement

Indicator Ref #	TID-4.12
Indicator Title	% compliance to 30-day payment requirement
Definition	The Entity to put controls in place to ensure suppliers are paid within 30 days from date of invoicing
Source of Data	SCM Monthly reports
Method of Calculation	Quantitative
Means of Verification	Financial & Expenditure Accounts, Internal Audit Reports and SCM Monthly Reports
Assumptions	The RTIA has in the current financial identified prospects of irregular expenditure as per findings of the AG in the previous financial year
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Bi Annually
Desired Performance	RTIA to submit two reports on steps adopted by the Agency to pay 100% of suppliers within 30 days from date of invoicing

	Q2: Bi-Annual report on steps taken to ensure compliance to 30 day payment requirement Q4: Annual report on steps taken to ensure compliance to 30 day payment requirement
Indicator Responsibility	CFO

Table 44: TID 4.12 % Compliance to 30 day Payment Requirement

14. 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

14.1 Indicator TID-5.1: Number of Service Outlets Established

Indicator Ref #	TID-5.1
Indicator Title	Number of Service Outlets Established
Definition	An AARTO Self-Service outlet is a workstation located in the Registering Authority, Driver Licence and Testing Centre (DLTC), Provincial Office, Issuing Authority, Court and any centre that the community can access government services that provide limited AARTO services
Source of Data	AARTO service outlet deployment report
Method of Calculation	Quantitative
Means of Verification	Number of functional AARTO outlets
Assumptions	That District Municipalities require such interventions and will provide space to deploy service outlets
Disaggregation of Beneficiaries (where applicable)	All identified positions for service outlets will be manned by equal proportions of woman, youth and people living with disabilities within the immediate communities.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	50 service outlets deployed and resourced: Q1: 50 Service outlets Established (all districts must have at least 1 service outlet) Q2: Assessment Report on Service Outlets produced Q3: Assessment Report on Service Outlets produced Q4: Assessment Report on Service Outlets produced
Indicator Responsibility	DR:SDME

Table 45: TID 5.1 Number of Service Outlets Deployed

14.2 Indicator TID-5.2: Number of Self Service Kiosks / PC Installed

Indicator Ref #	TID-5.2
Indicator Title	Number of Self Service kiosks / PC Panels Installed
Definition	An AARTO self-service kiosk is an interactive computer terminal that enables customers to interact with AARTO services, information or transactions
Source of Data	AARTO self-service kiosk deployment report
Method of Calculation	Number of AARTO Self Service Kiosks established nationally
Means of Verification	Number of AARTO outlets that are fully deployed and operational
Assumptions	Multiple AARTO access points will increase road user interaction with the system

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Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	50 AARTO self-service kiosks / PC panels Established Nationally Q1: 50 Self Service kiosks/PC Panels Installed countrywide Q2: Assessment Report on self-service kiosks / PC pane produced Q3: Assessment Report on self-service kiosks / PC panel produced Q4: Assessment Report on self-service kiosks / PC panel produced
Indicator Responsibility	DR:SDME

Table 46: TID 5.2 Number of Self-Service Kiosk Deployed

14.3 Indicator TID-5.3: Number of RTIA Provincial offices established

Indicator Ref #	TID-5.3
Indicator Title	Number of Provincial Offices Established
Definition	A functional RTIA provincial office is a newly established provincial office that will provide AARTO services and oversee the entire provincial AARTO services
Source of Data	AARTO provincial office deployment report
Method of Calculation	Quantitative
Means of Verification	Actual number vs the target
Assumptions	That provinces require RTIA offices to support the full roll out of AARTO
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Nine (9) AARTO provincial offices established nationally Q1: Identification of one (1) Office in each province: Report on identified offices Q2: Resourcing Report of the nine (9) identified offices: People, IT and Physical resources Q3: Assessment report of the nine (9) established offices Q4: Report on establishment of the nine (9) office
Indicator Responsibility	DR:SDME

Table 47: TID 5.3 Number of Provincial Offices Established

14.4 Indicator TID-5.4: Number of job opportunities targeting youth, women and people living with disabilities recruited for AARTO Service Outlets

Indicator Ref #	TID-5.4
Indicator Title	Number of jobs created targeting youth, women and people leaving with disabilities
Definition	Creation of job opportunities by the RTIA targeting women, youth and people living with disabilities
Source of Data	HR Quarterly Report
Method of Calculation	Quantitative
Means of Verification	HR Reports on number of identified categories recruited
Assumptions	Sufficient unemployed and talented individuals are available to take up new employment

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Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	100 new personnel recruited within the identified categories in the population Q1: 60% of identified categories recruited and appointed in provinces and service outlets Q2: 100% of identified categories recruited and appointed in provinces and service outlets
Indicator Responsibility	DR:SDME

Table 42: TID 5.4: Number of Youth, Women and people living with Disabilities