

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

#### **Acronyms**

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

#### **Table of Contents**

Acron	yms	1
Table	of Contents	2
1. IN	NTRODUCTION	6
1.1	Background	6
2. P.	ART A: RTIA MANDATE	8
2.1	RTIA Legislative Manadate	9
2.2	Relevant Policy Mandate	12
2.3	United Nations Sustainable Development Goals	14
2.4	African Union Agenda (AU) 2063	15
2.5	UN Decade of Action for Road Safety Plan 2011-2020/2030	16
3. R	TIA POLICIES AND STRATEGIES	17
3.1	DOT Five Years Strategic Plan Alignment	18
3.2	Social Impact & Sustainability	21
3.3	Resources & Information Management	21
3.4	RTIA Communication and Brand Management	23
3.5	AARTO Services Accessibillity	24
4. R	elevant Court Rulings	25
5. P	ART B: SITUATIONAL ANALYSIS	26
5.1	RTIA Strategic Focus	26
5.2	International Analysis	26
5.3	Regional Analysis	27
5.4	PESTEL Analysis	28
5.5	SWOT Analysis	29
5.6	National Vehicle Population	30
5.7	Stakeholder Analysis	30
5.8	Scenario Based Analysis	31
6. S	TRATEGIC ANALYSIS AND CHOICE	35
7. P	ART C: MEASURING RTIA PERFORMANCE	36
7.1	Institutional Programme Performance Information	36
8. Pi	rogramme Resource Allocations	48
9. U	pdated Key Risks and Mitigation	50

10.	Р	rogramme 1: AARTO Administration & Education	52
10	).1	Indicator TID-1.1: Functional Appeals Tribunal	52
	).2 amp	Indicator TID-1.2: Number of AARTO Education and Awareness Social Medaigns Deployed	
	).3 edia	Indicator TID-1.3: Number of AARTO Education and Awareness Tradition Campaigns Deployed	
10	).4	Indicator TID-1.4: Points Demerit System Developed	55
10	).5	Indicator TID-1.5: Driver rehabilitation programmes Developed	56
11.	Р	rogramme 2: Adjudication & AARTO Support	57
11	1.1	Indicator TID-2.1: AARTO Electronic Services Implemented	57
12.	P	rogramme 3: AARTO Information & Analytics	58
12	2.1	Indicator TID-3.1: ICT Strategy Developed	58
12	2.2	Indicator TID-3.2: AARTO State of the Operations Report Developed	59
13.	Р	rogramme 4: Governance & Sustainability	60
	3.1 udit	Indicator TID- 4.1 : Achievement of Clean Governance through an Unqualifi Opinion	
13	3.2	Indicator TID-4.2: 100% AMIP Annual Allocated Budget Committed	61
	3.3 mefi	Indicator TID: 4.3 % Responses to Parliamentory Questions within the Stipulat	
13	3.4	Indicator TID: 4.4 % Resolution of reported incidents of corruption	63
13	3.5	Indicator TID: 4.5 Social & Ethics Committees Established and Operationalis 64	ed
13	3.6	Indicator TID: 4.6 % Reduction of Wasteful and Fruitless Expenditure	65
13	3.7	Indicator TID: 4.7 % Reduction of Cases of Irregular Expenditure	66
13	3.8	Indicator TID: 4.8 % Compliance to 30 Day Payment Requirement	67
14.	Pı	rogramme 5: AARTO Rollout Programme	68
14	l.1	Indicator TID-5.1: Number of Service Outlets Established	68
14	1.2	Indicator TID-5.2: Number of Metro/Local Municipal Areas implementing AAR 69	ГО
	l.3 eople	Indicator TID-5.3: Number of job opportunities targeting youth, women a living with disabilities recruited for AARTO Service Outlets	

Tables	
Table 1: Legislative & Compliance Framework	
Table 2: DoT Strategic Thrust	
Table 3: Relevant Court Rulings	25
Table 4 :Natis August 2020 Live Vehicle Population	30
Table 5 : KPIs Programme 1 AARTO Administration and Education	37
Table 6:KPI Programme 2 - Adjudication and AARTO Support	
Table 7:KPs Programme 3 – AARTO Information and Analytics	38
Table 8: KPIs Programme 4 - Governance and Sustainability	
Table 9: KPIs AARTO Rollout Programme 5 Annual Quarterly Performance Targets	42
Table 10: Programme 1 - Annual Performance Target	43
Table 11: Programme 2 Annual Performance Target	43
Table 12: Programme 3 Annual Performance Target	
Table 13: Programme 4 Annual Performance Targets	46
Table 14: Programme 5 Annual Performance Targets	
Table 15: Resource Allocations	
Table 16: Programme Resource Allocations	49
Table 17: Risk and Mitigation	
Table 18: TID 1.1 Functional Appeals Tribunal	52
Table 19:TID 1.2 Number of AARTO Education and Awareness Social Media Campaigns Deployed	53
Table 20:TID 1.3 Number of AARTO Education and Awareness Traditional Campaigns Deployed	
Table 21: TID 1.4 Points Demerit System Developed	
Table 22: TID 1.5 Driver Rehabilitation Programmes Implemented	5 <i>6</i>
Table 23: TID 2.1 AARTO electronic Services Implemented	57
Table 24: TID 3.1 RTIA ICT Strategy Developed	
Table 25: TID 3.2 AARTO State of the Operations Report Developed	
Table 26: TID 4.1 Achievement of Clean Governance through an unqualified Audit Opinion	60
Table 27: TID 4.2: 100% AMIP Annual Allocated Budget Committed	61
Table 28: TID 4.3: % Responses to Parliamentary Questions within stipulated Timeframes	
Table 29: TID 4.4: Percentage Resolution of Reported Cases of Corruption	
Table 30: TID 4.5: Social & Ethics Committees Established and Operational	
Table 31: TID 4.6: Percentage Reduction of Wasteful and Fruitless Expenditure	
Table 32: TID 4.7: Percentage Reduction of Cases of Irregular Expenditure	
Table 33: TID 4.8: Percentage Compliance to 30 days Payment Requirement	
Table 34: TID 5.1 Number of Service Outlets Deployed	68
Table 35: TID 5.2: Number of Metro/Local Municipal Areas implementing AARTO	69
Table 36: TID 5.3: Number of Youth, Women and people living with Disabilities	70
Figures	
Figure 1: RTIA Constitutional Context	
Figure 2: NDP Priorities	
Figure 3: RTIA alignment to NDP 2030	
Figure 4: Sustainable Development Goals	
Figure 5: UN Global Plan Pillars	
Figure 6: Key Strategic Objectives	
Figure 7: RTIA 5 Year Goals	
Figure 8: Brand and Communication Management Strategies	
Figure 9: Hybrid AARTO Platforms	
Figure 10: PESTEL Analysis	
Figure 11: SWOT Analysis	
Figure 11: SWOT AnalysisFigure 12: Stakeholder Analysis	
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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.

#### 1.1 Background

In line with the DPME Framework for Strategic and Annual Performance Plan, the RTIA complied with the regulated planning timeframes by timeously submitting and tabling its approved 2021/22 APP with Parliament. Post APP consultation with PCoT, significant project challenges required urgent project re-baseline for a stable and organized national AARTO roll out.

Owing to its external dependency model on which the AARTO concept is founded, the project reliance on externalities dictated a staggered rather than a full roll out implementation plan. The staggered approach would require on-boarding of all metropolitan and municipal jurisdictions before the implementation of PDS and Rehabilitation Programme.

The protracted Legislative consultation of the AARTO Regulations and progressive inputs received required re-baselining of the AMIP project, which had a direct impact on the already tabled 2021/22 RTIA APP. The delays in the process needed to accommodate consolidation and feedback of public comments on the AARTO Regulations.

The delay in consolidation of public comments affected the AMIP project timeframes given the need to revise the AARTO Regulations in order to incorporate inputs from the public. This development required the AARTO implementation date to be deferred by three months. Since the RTIA APP is anchored on the AARTO Master Implementation Plan, it is prudent that the revision of the APP be undertaken for alignment.

Milestones significantly affected by the re-baselining include the 12 months deferment of the implementation of the PDS and Driver Rehabilitation Programme. Included in the delayed implementation is the AARTO on-boarding of 211(excluding the current implementing jurisdictions) Metro/Municipal jurisdictions during the last two quarters of the 2021/22 financial year.

#### 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 Manadate

#### 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.

# Section 9,10,14 • 'To the extent to which applicable'

#### Section 32

- Access to Information
- 1. Everyone has the 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.
- 2. National legislation must be enacted to give effect to this right and may provide for reasonable measures to alleviate the administrative and financial burden on the state

#### **Section 33**

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

Figure 1: RTIA Constitutional Context

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#### 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:

AARTO Act No 46 of 1998	<ul> <li>Purpose/Objectives</li> <li>Founding Act of RTIA</li> <li>To encourage compliance with the national and provincial laws relating to road traffic and to promote road traffic safety;</li> <li>to encourage the payment of penalties imposed for infringements and to allow alleged minor infringers to make representations;</li> <li>to establish a procedure for the effective and expeditious adjudication of infringements;</li> <li>to alleviate the burden on the courts of trying offenders for infringements;</li> <li>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;</li> <li>to reward law-abiding behaviour by reducing demerit points imposed if infringements or offences are not committed over specified periods;</li> <li>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</li> </ul>
AARTO Amendment Act (Act 4 of 2019	<ul> <li>agency.</li> <li>To amend the Administrative Adjudication of Road Traffic Offences Act, 1998</li> <li>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;</li> <li>to repeal certain obsolete provisions; to establish and administer rehabilitation programmes;</li> <li>to provide for the apportionment of penalties;</li> <li>to provide for the establishment of the Appeals Tribunal and matters related thereto;</li> <li>to effect textual corrections; and to provide for matters connected therewith</li> </ul>
Promotion of Administrative Justice Act,2002 (Act 3 of 2002)	<ul> <li>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;</li> <li>And to provide for matters incidental thereto.</li> </ul>

	Purpose/Objectives
Promotion of Access to Information Act (Act 2 of 2000)	<ul> <li>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</li> <li>To provide for matters connected therewith.</li> </ul>
National Road Traffic Act, 1996	<ul> <li>To provide for road traffic matters which shall apply uniformly through the Republic and for matters connected therewith.</li> </ul>
(Act 93 of 1996)	
Criminal Procedure Act, 1995 (Act 56 of 1995)	<ul> <li>To make provision for procedures and related matters in criminal proceedings.</li> </ul>
Prevention and Combating of Corrupt	<ul> <li>To provide for the strengthening of measures to prevent and combat corruption and corrupt activities;</li> </ul>
Activities Act, 2004 (Act 12 of	To provide for the offence of corruption and offences relating to corrupt activities;
2004).	<ul> <li>To provide for investigative measures in respect of corruption and related corrupt activities;</li> <li>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;</li> <li>To place a duty on certain persons holding a position of authority to report certain corrupt transactions;</li> <li>To provide for extraterritorial jurisdiction in respect of the offence of corruption and offences relating to corrupt activities; and</li> <li>To provide for matters connected therewith.</li> </ul>
Public Finance Management Act, 1999(Act 1 of 1999)	<ul> <li>To regulate financial management in the national government and provincial government;</li> <li>To ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively;</li> <li>To provide for the responsibilities of persons entrusted with the financial management in those governments;</li> <li>And to provide for matters connected therewith.</li> </ul>
Electronic Communications and Transactions Act,2000 (Act 25 of 2000)	<ul> <li>To provide for the facilitation and regulation of electronic c o m m u n i c a t i o n s and transactions;</li> <li>To provide for the development of a national e-strategy for the Republic;</li> <li>To promote universal access to electronic communications and transactions and the use of electronic transactions by SMMEs;</li> <li>To provide for human resource development in electronic transactions;</li> <li>To prevent abuse of information systems;</li> <li>To encourage the use of e-government services; and</li> <li>To provide for matters connected therewith.</li> </ul>
Protection of Personal Information Act, 2013 (Act 4 of 2013).	<ul> <li>To promote the protection of personal information processed by public and private bodies;</li> <li>To introduce information protection principles so as to establish minimum requirements for the processing of personal information;</li> </ul>

	Purpose/Objectives
	<ul> <li>To provide for the establishment of an Information Protection Regulator;</li> <li>To provide for the issuing of codes of conduct;</li> <li>To provide for the rights of persons regarding unsolicited electronic communications and automated decision making;</li> <li>To regulate the flow of personal information across the borders of the Republic; and</li> <li>To provide for matters connected therewith.</li> </ul>
Preferential Procurement Policy Framework Act,2000(Act 5 of 2000)	<ul> <li>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;</li> <li>And to provide for matters connected therewith.</li> </ul>
Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003).	<ul> <li>To establish a legislative framework for the promotion of black economic empowerment;</li> <li>To empower the Minister to issue codes of good practice and to publish transformation charters;</li> <li>To establish the Black Economic Empowerment Advisory Council; and</li> </ul>
	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:

#### **Priority 1**

#### · A Capable, Ethical and Developmental State

This imperative requires government to build required human capabilities, institutional capacity and requisite technology
platforms to deliver on the NDP ideals. In consideration of delivering its mandate, skilled people, requisite resources and
state of the art technological interventions are key in delivering the necessary administrative adjudication of road traffic
offences.

#### Priority 2

#### Economic Transformation and Job Creation

• Prudence in this regard is guided by reduction of unemployment and creation of job opportunities in all interventions employed by government. Particular emphasis is on specific strategies to transform rural areas. This aimed at inclusive growth in rural economies with deliberate job creation and opportunities.

#### 1

#### · Education, Skills and Health

 The importance of skills development within state institutions should be prioritised for institutional capacity. The further importance of eradication of drug / alcohol intoxication while driving and the improvement of health of citizens is highlighted. The RTIA's role is to support interventions employed in the reduction of fatalities resulting from road crashes.

#### Priority 4

**Priority 3** 

#### Consolidating the Social Wage through Reliable and Quality Basic Services

 The NDP recognises the importance of an effective and efficient criminal justice system, in particular, alleviation of the burden on the system to focus on priority crimes including violent crimes, violence against women and children and corruption through modernisation of the system.

#### Priority 6

#### Social Cohesion and Safer Communities

- The NDP recognises the importance of an effective and efficient criminal justice system, in particular, alleviation of the burden on the system to focus on priority crimes including violent crimes, violence against women and children and corruption through modernisation of the system.
- The relocation of road traffic infringements to a more administrative adjudication process through the RTIA will improve
  the required efficiency and effectiveness of the criminal justice system. This priority further isolates the importance of
  government institutions building resilient anti-corruption systems as well as the indispensable information and
  communication technologies which design the future society.

#### Priority 7

#### A Better Africa in the World

• Tourism is regarded as one of the major economic drivers through increase foreign direct investment. This impacts on the road environment as a result of increased intercountry road travel, particularly SADC countries. Tourism as an economic factor also has impact on inter-Africa trade, which further increases foreign driver road usage within the Republic. This further complicates the need to build road user and driver behaviour accountability within the Republic and in the Region. In consolidating road traffic regulatory dispensation, the RTIA ought to ensure a comprehensive adjudication solution to this reality.

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:

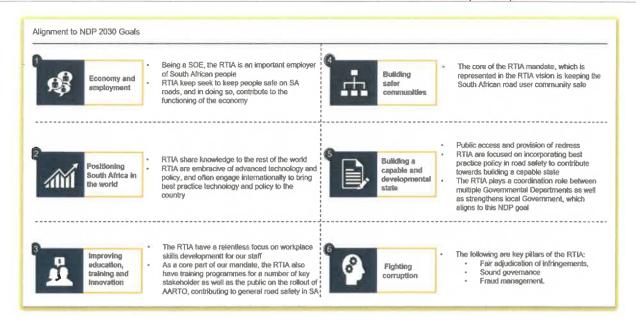


Figure 3: RTIA alignment to NDP 2030

#### 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).

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

#### Goal 3: Good Health and Wellbeing

Among the targets set for this goal is the halving of global death and injuries for road traffic accidents by 2020. While this goal has not been achieved, government agencies charged with the inherent responsibility are required to device interventions that will realise the aforesaid target

#### Goal 8: Decent Work and Economic Growth

This goal isolated the importance to "achieve full and productive employment and decent work for all women and men, including for young people and persons living with disabilities and equal pay for work equal value". This priority is elevated in the NDP and ought to be carefully considered during strategic planning.

#### Goal 9: Industry Innovation & Infrastructure

Scientific research and the upgrade of technological capabilities is heightened to take full centre stage by 2030. Innovation through research is encouraged. Domestic technological development is encouraged. This marks the blue print for the future social and business interaction and ought to be significantly considered in RTIA strategies.

#### Goal 16: Peace, Justice & Strong Institutions

Amongst the targets identified in this goal, includes the promotion of the rule of law at national and international level with equal access to justice for all. Emphasis is placed on the reduction of corruption and bribery in all forms. Access to information and protection of fundamental freedoms in accordance with National legislation and international agreements is elevated. The importance of access to information is central to in the AARTO adjudication value chain.

#### Goal 17: Partnerships of Goals

International cooperation is encouraged, particularly in regards to technology development sharing and targeted capacity building to support National plans for implementing sustainable development goals

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 in 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 prerequisite 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
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	society. Prioritise small, medium black companies for service provision and support economic initiatives in the rural communities

**Table 2: DoT Strategic Thrust** 

# 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	DOT Programme	DOT Outcome	RTIA	RTIA Programmes
	PRIORITY			Outcome/Contribution	
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 a minimum of 25 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 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 Adjudication process	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  Transform ownership and management patterns by supporting women-owned and led enterprises.	Realigned Organizational Structure	Programme 5: through the implementation of AARTO infrastructure, more job opportunities will be created for youth and women.

DOT Pillar	APEX PRIORITY	DOT Programme	DOT Outcome	RTIA Outcome/Contributio	RTIA Programmes
		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	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	
PILLAR 2: CAPABILITIE S OF SOUTH AFRICANS	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	

# Revised RTIA Annual Performance Plan 2021/2022

#### 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:

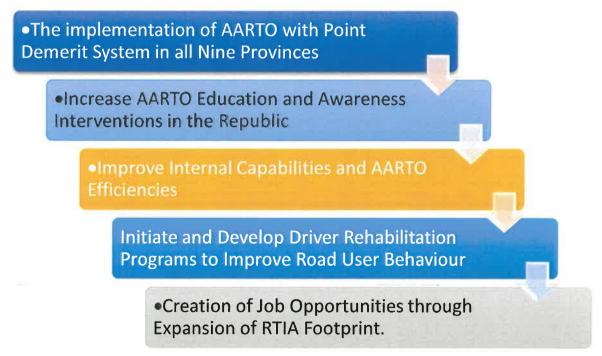


Figure 6: Key Strategic Objectives

#### 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 million has been ring fenced for the National AARTO rollout.

This financial commitment is supported by about R294 million accrued from AARTO operations revenue bringing the total financial resources aimed to support the National Rollout of AARTO to about R518 million.

This financial commitment is earmarked to deliver all nineteen (19) indicator targets in this APP. Part of the budget will support:

- 100% of issuing authorities to be part of AARTO in 2021/2022
- 25 service outlets;
- A minimum of 9 mobile offices:
- Recruitment of at least 50 officials country wide;
- Prudent marketing and advertising;
- Products and services;
- The establishment of the appeals tribunal;
- Electronic service.

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

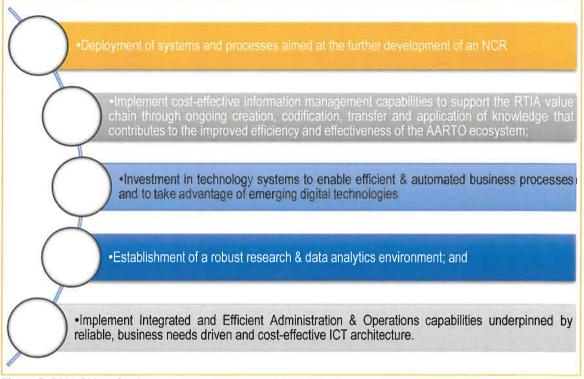


Figure 7: RTIA 5 Year Goals

#### 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:

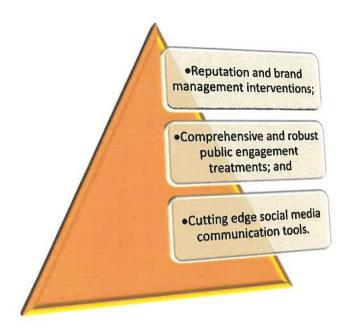


Figure 8: Brand and Communication Management Strategies

#### 3.5 AARTO Services Accessibillity

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	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 women, 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 2<sup>nd</sup> 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 a 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 2019/20 Annual Report of the Department of Home Affairs (60), about 29 349 114 million foreign nationals were processed by the department. A proportion of those processed utilised 72 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.

### **PESTEL Analysis** 5.4







- Political support and stability
- Industrial Action by Renewed focus on SOEs as socioeconomic value creator
- Major Stakeholders (SAPO)
- Infringement Appeals appointment of the Delays in the **Tribunal**
- preceding municipal Envisaged roll out elections
  - necessary legislative Aversion in further amendments
    - between host and Varying priorities collaborators
      - Highly unionised business

Figure 10: PESTEL Analysis

### **ECONOMIC**



- expedited loss of jobs owing to COVID - 19 High unemployment rate exacerbated by
  - disaster management Shrinking economic activity owing to
- reduced tax collection Limited RTIA funding resulting from by fiscus
- esponsibility caused government social by job losses Increased

### SOCIAL

#### Driver quality decline due to raud and corruption in the oad traffic management

Rapid Vehicle and road

traffic technology

developments

- Reduced vehicular movemen wing to DMA regulations
  - with government and social community dissatisfaction

High Data cost and

Digital migration

penetration in RSA

poor internet

- ehicles, and foreign licencer ivers not linked to NaTIS iffux of undocumented
- nplement youth, women and erceived Low commitment ople living with disabilitie powerment programme
- acreased drivers licence job quirements for entry-level rollferation of unqualified rivers possessing valid ositions leading to frivers licences.
- ncrease in riskier youth drive

congruent societal living

High drug / alcohol abuse by egments of road user

Multiple service access

points

General disregard for road

Decisions bias towards

Research and

Variation in investment

## TECHNOLOGICAL

LEGAL

- legislative foundation Solid AARTO
- Highly litigious environment

enforcement hand held

devices)

- cash flows and brand eputational damage. resting in decreased advocacy groups Litigation from
- abour environment Highly regulated
- Aversion in further amendments egislative

systems throughout the

road traffic

and digitisation of

management sphere The rise of big data,

Coordinated innovation

technologies, 4IR & Al

Disruption

Laborious legislative amendment processes

predictive analytics and

intelligent forecasting

tools.

and Safety Legislation Occupational Health

ATA ATA

## **ENVIRONMENTAL**

- Climate change
- population emissions Increasing vehicle
- Green Economy

Paperless business

 Prescriptive paper and waste disposal

#### 5.5 SWOT Analysis

#### **Strengths**

- · Skilled and competent employees
  - Strong leadership
  - · Operational stability
  - Solid AARTO Legislation
    - Good governance
  - Lessons learnt from the pilot site
- Seasoned Relationships with Al's
  - · Shareholder Support
- Significant Value derived from pilot project: TMPD, JMPD, GDOCS & RTMC

#### Weaknesses

- Absence of National Footprin
- Insubstantial Communication and Marketing capability
- Insufficient talent and capabilities
- · Low use of technology interventions
  - · Inadequate funding
  - Absence of operating mode
- · Lack of access to real online data (NCR)
- Meek, misaligned and disintegrated marketing and communication approache
- Selective AARTO Legislation (exclusion o foreign drivers)
- Prolonged organisational re-engineering

#### Opportunities

- 4th Industrial Revolution, Data Analytics and Internet of things.
  - Receptive stakeholder management
  - · Prospects of RTIA National footprint
    - AARTO National Roll out
- Regionalisation of AARTO (SADC)
- Value proposition of the targeted customer segment (VFMNS)
- . Introduction of other Loyalty programme
- Partnerships with Private Sector businesse.
  - Multiplicity of Social Media Platforms
  - . Digitisation of Enforcement Activitie

#### **Threats**

- Push back from Interest Groups and organised labour
- Distorted public image relating to AARTO
- Non-payment of revenue collected by collecting agents
  - Corruption and bribery
  - NCR System Downtime
  - AARTO Business Dependencies
  - Cost to the RTIA resulting from the use of registered mail
    - Al's placed under administration
- Delayed Establishment of Appeals Tribunal
- Mandatory external Dependencies in the AARTO value chain
  - COVID-19 Resurgence

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

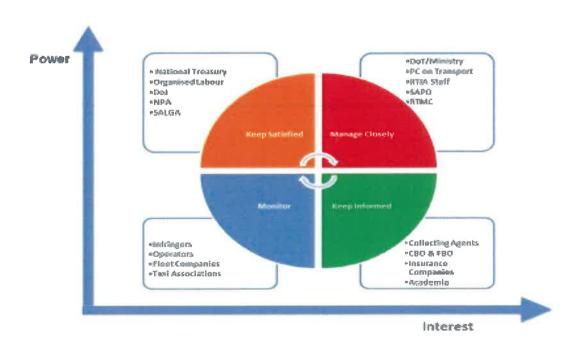


Figure 12: Stakeholder Analysis

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.

Revised Annual Performance Plan: 2021/2022

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 scenario1

above, particularly with regards to the capability and capacity of the NCR 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 two (2)

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

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 primarily in 67 bigger

intermediary cities and where IAs in metropolitan/municipal jurisdictions are ready by 1

July 2021. Additional 144 metropolitan/municipal jurisdictions are envisaged to be

proclaimed for AARTO implementation form 01 January 2022. This approach will

systematically deploy the remainder of the AARTO bouquet by 01 July 2022.

This proposed approach requires the functionality of the Appeals Tribunal as provided for

in the AARTO Amendment Act of 2019. It is envisaged that through the commencement

of AARTO in the 67 municipal jurisdictions on 01 July 2021, the Appeals Tribunal would

concurrently commence with its functions.

The Points Demerit System and Driver Rehabilitation Programmes are envisaged to be effective from 01 July 2021 as the last deliverable of the AARTO system. Phase 2 and Phase 3 of the PDS is envisaged to be implemented after every 3 years respectively as per proclamation. This implementation approach would make provision for the implementation of the electronic service during the last quarter of 2021/22.

This staggered approach further proposes the roll out of 25 AARTO service outlets during the 2021/22 financial year with additional 30 service outlets deployed in the two outer years. It is envisaged that the service outlets will create 110 job opportunities targeting youth, women and people living with disabilities in the short to medium term.

This latter proposed implementation approach is the preferred and supported by the shareholder and will guide the impending AARTO roll out for the medium term strategic framework period.

#### 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 2 option above points to a staggered, systematic and responsible National Rollout of AARTO with inclusion of the point demerit system on 1 July 2022. 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

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

				Baseline/Estimated		MTEF Targets	
	Outcome	Outputs	Output Indicators	Performance			
No				2020/21	2021/22	2022/23	2023/24
_	Efficient & fair	Appeals Tribunal	Functional Appeals	New	AARTO Appeals	Appeals Tribunal	Appeals Tribunal
	Adjudication	Established	Tribunal		Tribunal	Performance Report	Performance Report
	process				Established	Developed	Developed
2			No of AARTO	360 Campaigns	32 AARTO	48 AARTO	72 AARTO Education
			Education and		Education and	Education and	and Awareness Social
			Awareness Social		Awareness Social	Awareness Social	Media Campaigns
	Improve RTIA	AARTO	Media Campaigns		Media Campaigns	Media Campaigns	
	Accessibility	Education and	Deployed				
က	and Voluntary	Awareness	No of AARTO	New	24 AARTO	36 AARTO	54 AARTO Education
	Compliance	Campaigns	Education and		Education and	Education and	and Awareness
			Awareness		Awareness	Awareness	Traditional Media
			Traditional Media		Traditional Media	Traditional Media	Campaigns
			Campaigns Deployed		Campaigns	Campaigns	
4	Integrated	Point Demerit	Point Demerit System	New	PDS System	PDS Phase1	Point Demerit Review
	Points Demerit System	System	Developed		Developed	Implemented	Report Developed
	character						

RTIA APP: 2021/2022

		4:4:0	O. daniel Lead or day	Baseline/Estimated		MTEF Targets	
N <sub>o</sub>	опсоше	Sindino	Output indicators	2020/21	2021/22	2022/23	2023/24
2	Cultivate	Driver	Driver Rehabilitation		Driver	One Driver	Two Driver
	Good Road	Rehabilitation	Programme		Rehabilitation	Rehabilitation	Rehabilitation
	<b>User Behavior</b>	Programme	Implemented		Programme	Programme	Programmes
		Developed		New	Developed	Implemented	Implemented

Table 5: KPIs Programme 1 AARTO Administration and Education

### 38

## 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: Volun	Strategic Goal 2: Voluntary compliance with road traffic laws	traffic laws		
2	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance		MTEF Targets	
				2020/21	2021/22	2022/23	2023/24
9	Efficient and	AARTO Electronic	AARTO Electronic	New	AARTO	Monitoring Report on	Electronic Service
	Fair	Service	Service		Electronic Service	Electronic Service	Reviewed
	Adjudication		Implementation		Implemented		
	Processes		Report				

Table 6:KPI Programme 2 - Adjudication and AARTO Support

## 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.

	Strategi	ic Goal 3: Build, im	plement and maintain	Strategic Goal 3: Build, implement and maintain digital platform to enable intelligent & smart RTIA operations	ntelligent & smart RT	IA operations	
No.		4.4.6		Baseline/Estimated Performance		MTEF Targets	
	Оптсоше	Curputs	Output Indicators	2020/21	2021/22	2022/23	2023/24
7	RTIA IT Business	ICT Strategy	ICT Strategy	New	Development of	Implementation of	Assessment of ICT
	Enablement	Developed	Developed		the RTIA ICT	ICT Strategy	Strategy
					Strategy		Implementation
80		State of the	AARTO Operations	New	Annual State of the	Annual State of the Annual State of the	Annual State of the
		AARTO	Report		AARTO	AARTO	AARTO
		Operations			Operations Report	Operations Report	Operations Report
		Report			Developed	Developed	Developed
6211							

Table 7:KPs Programme 3 - AARTO Information and Analytics

## 7.1.5 Programme 4: Governance & Sustainability

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

		Strategic Goal 4: En	Strategic Goal 4: Ensure effective and efficient enterprise, risk and compliance management  Baseline/Esti mated	icient enterprise, r Baseline/Esti mated	isk and compliance m	anagement MTEF Tarrets	100
2	Outcome	Outputs	Output Indicators	Performance			
				2020/21	2021/22	2022/23	2023/24
<b>o</b>	Clean governance	Unqualified Audit Opinion	Unqualified Audit Opinion	New	% decrease in number of negative findings	Unqualified Audit Opinion	Unqualified Audit Opinion
10	Prudent Financial management	100% AMIP Budget Spent	% AMIP Allocated Budget Spent	New	100% AMIP Annual Allocated budget Spent	100% AMIP Allocated Annual budget Spent	100% AMIP Annual Allocated budget Spent
=	Improved governance and strengthened	Adequacy of responses to Parliamentary questions	% Responses to Parliamentary questions within stipulated timelines	New	100% responses to Parliamentary questions within stipulated timelines	100% responses to Parliamentary questions within stipulated timelines	100% responses to Parliamentary questions within stipulated timelines
12	Compliance to 30-day payment requirement	Resolution of reported incidents of corruption	% Resolution of reported incidents of corruption	New	95% resolution of reported incidents of corruption	95% resolution of reported incidents of corruption	95% resolution of reported incidents of corruption
<del>6</del>		Functionality of social and ethics structures and adequate capacity	Social and Ethics committees established and operationalized	New	Operations of Social and Ethics Committees Monitored	Operations of Social and Ethics Committees Monitored	Operations of Social and Ethics Committees Monitored
14		Percentage reduction of cases of wasteful and	% reduction of cases of wasteful	New	100% reduction of Wasteful and	100% reduction of cases of wasteful and fruitless expenditure	100% reduction of cases of wasteful

	fruitless expenditure	and fruitless expenditure		Fruitless Expenditure		and fruitless expenditure
15	sases	% Reduction of cases of irregular expenditure	New	75% Reduction of cases of irregular expenditure	90% Reduction of cases of 100% Reduction of irregular expenditure expenditure	100% Reduction of cases of irregular expenditure
	experiorine					
16	Percentage % compliance to compliance to 30- 30-day payment requirement	age % compliance to nce to 30- day payment requirement	New	100% Compliance to 30-day payment requirement	100% Compliance to 30- 100% Compliance to 30-day payment day payment requirement to 30-day payment requirement	100% Compliance to 30-day payment requirement
	ledniellie					

Table 8: KPIs Programme 4 - Governance and Sustainability

## 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 sear	nless and streaml	ined roll-out & man	agement of AARTO cap of the AARTO Act	abilities countrywide	by all stakeholders for th	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
N <sub>O</sub>		4	Output	Baseline/Estimated Performance		MTEF Targets	
	Оптсоше	Outputs	Indicators	2020/21	2021/22	2022/23	2023/24
17	Improve RTIA Accessibility	AARTO National	Number of		25 New AARTO	20 New AARTO	10 New AARTO service
	and Voluntary Compliance	Footprint through Service Outlets	AARTO Service Outlets Deployed	New	service outlets Deployed	service outlets Deployed	outlets Deployed
18	Efficient and Fair	National AARTO Roll-	Number of Metro/l ocal	2 Metro Metropolitan Areas	213 Metro/Local Municipal Areas	AARTO Implementation Report	AARTO Implementation Report Developed
	Adjudication Processes	out	Municipal areas implementing AARTO		implementing AARTO	Developed	
19	Organisational Re-Alignment	Employment Opportunities Created for historically disadvantaged individuals	Number of job opportunities targeting youth, women and people living with disabilities recruited for	New	50 positions filled targeting youth, women and people living with disabilities recruited for AARTO Service Outlets	40 positions filled targeting youth, women and people living with disabilities recruited for AARTO Service Outlets	20 positions filled targeting youth, women and people living with disabilities recruited for AARTO Service Outlets
			AARTO Service Outlets				

Table 9: KPIs AARTO Rollout Programme 5 Annual Quarterly Performance Targets

**RTIA APP: 2021/2022** 

7.1.7 Programme 1: AARTO Administration & Education

	4th	Progress Report on Appeals Tribunal Performance	8 AARTO Education and Awareness Social Media Campaigns	6 AARTO Education and Awareness Traditional Media Campaigns	Progress Report on PDS System Developed	Driver Rehabilitation Programme
y Targets	3rd	Progress Report on Appeals Tribunal Performance Developed	8 AARTO Education and Awareness Social Media Campaigns	6 AARTO Education and Awareness Traditional Media Campaigns	PDS Business Proposal Approved	Rehabilitation Programme Concept Document
Quarterly Targets	Znd	Appeals Tribunal established: Implementation report	8 AARTO Education and Awareness Social Media Campaigns	6 AARTO Education and Awareness Traditional Media Campaigns	PDS Business Requirements Developed	Stakeholder Consultation Report
	15t	A/A	8 AARTO Education and Awareness Social Media Campaigns	6 AARTO Education and Awareness Traditional Media Campaigns	N/A	International Benchmarking Report
	Annual Target 2021/22	AARTO Appeals Tribunal Established	32 AARTO Education and Awareness Social Media Campaigns	24 AARTO Education and Awareness Traditional Media Campaigns	Progress Report on PDS System Developed	Driver Rehabilitation
	Reporting Period	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
	Output Indicators	Functional Appeals Tribunal	Number of AARTO Education and Awareness Social Media Campaigns Deployed	Number of AARTO Education and Awareness Traditional Media Campaigns	Point Demerit System Developed	Number of Driver Rehabilitation
No		<del>1.</del>	1.2	<del>.</del> .	1.4	1.5

Revised Annual Performance Plan: 2021/2022

RTIA APP: 2021/2022

				Quarter	Quarterly Targets	
Output	Reporting Period	Annual Target 2021/22	1st	2nd	3rd	4th
Programmes Implemented		Programme Developed	Developed		Developed	Developed

Table 10: Programme 1 - Annual Performance Target

## 7.1.8 Programme 2: Adjudication & AARTO Support

	4th	Electronic service Implementation Report
Quarterly Targets	3rd	Electronic Service Test Report Developed
Quarter	2nd	Progress Report on the Implementation of Electronic Service
	1st	Electronic Service System Design Developed
	Annual Target 2021/22	AARTO Electronic Service Implemented
	Reporting	Quarterly
	Output Indicators	AARTO Electronic Service Implementation Report
	ON.	2.1

Table 11: Programme 2 Annual Performance Target

RTIA APP: 2021/2022

7.1.9 Programme 3: AARTO Information & Analytics

No	北というこのことに		THE SHALL S	TOR WARRANTS	Quarterly	Quarterly Targets	
	Output	Reporting Period	Annual Target 2021/22	1st	2nd	3rd	4 <sup>th</sup>
£.	ICT Strategy Developed	Quarterly	ICT Strategy Developed	ICT Strategy Specifications Developed	COBIT 2019 Assessment & definition of Enterprise Architecture	Formulation of ICT Strategy & COBIT 2019 Implementation	Implementation of at least one (1) ICT key strategic initiative from the ICT Strategy
3.2	Number of AARTO Operations Report Developed	Quarterly	Annual State of the AARTO Operations Report Developed		Quarterly State of the AARTO Operations Report Developed	Quarterly State of the AARTO Operations Report Developed	Annual State of the AARTO Operations Report Developed

Table 12: Programme 3 Annual Performance Target

7.1.10 Programme 4: Governance & Sustainability

	4.0	Progress Report on Audit Action Plan for 2020/2021 Findings implemented	15% AMIP Budget Committed	Annual Report on the Status of responses to parliamentary Questions	Annual Report on steps taken to ensure resolution of reported incidents of corruption	Annual Report on the Status and operations of Social and Ethics Committee in the Agency	Annual Report on steps taken to prevent Fruitless & Wasteful
Targets	P.C	Approved Audit Action Plan based 2020/21 audit findings	35% AMIP Budget Committed	li.			
Quarterly Targets	2"4	•	50% AMIP budget Committed	Bi-annual Report on the Status of responses to Parliamentary Questions	Bi-annual Report on progress made to resolve reported incidents of corruption	Bi-Annual Report on the Status and operations of Social and Ethics Committees in the Agency	Bi-Annual Report on steps taken to prevent Fruitless & Wasteful
STATE OF THE PARTY	*	Progress Report on Audit Action Plan based on 2019/2020 findings implemented	•		ı		
	Annual Target 2021/22	% decrease in number of negative audit findings	100% AMIP Budget Committed	100% responses to parliamentary questions within stipulated timelines	95% Resolution of reported incidents of Corruption	Operations of Social and Ethics Committees Monitored	al 100% reduction of Bi-A Wasteful and Fruitless Expenditure prev
	Reporting Period	Quarterly	Quarterly	Bi-Annually	Bi-Annually	Bi-Annual	Bi-Annual
THE RESERVE AND ASSESSED.	Output Indicators	Unqualified Audit Opinion	% AMIP Budget Committed	% responses to Parliamentary questions within stipulated timelines	% Resolution of reported incidents of corruption	Social and Ethics Committees established and Operationalised	% Reduction of Wasteful and Fruitless Expenditure
No		4.1	4.2	4.3	4.4	4.5	4.6

RTIA APP: 2021/2022

ON	Output	Reporting	Annual Target	*	Quarterly Targets 2nd 3rd	40
					Expenditure in the Agency	Expenditure in the Agency
4.7	% 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
4.8	% 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 30-day payment Requirement	Annual report on Steps taken to ensure Compliance to the 30-day payment Requirement

Table 13: Programme 4 Annual Performance Targets

7.1.11 Programme 5: AARTO Rollout Programme

	4 <sup>th</sup>	09 New AARTO Service Outlets Deployed	144 Local Municipal Areas Implementing AARTO	1
Quarterly Targets	3''	09 New AARTO Service Outlets Deployed	67 Metro/Local Municipal Areas Implementing AARTO Readiness Assessment Report for 144 Metro/Local Municipal Areas Completed	36 AARTO Service Outlet Operators Appointed targeting youth, women and people living with disabilities
Quarteri	2nd	07 New AARTO Service Outlets Deployed	Readiness Assessment Report for 67 Metro/Local Municipal Areas Completed	14 AARTO Service Outlet Operators Appointed targeting youth, women and people living with disabilities
	1st	1		1
	Annual Target 2021/22	25 New AARTO Service Outlets Deployed	213 Metro/Local Municipal Areas Implementing AARTO	50 positions filled targeting youth, women and people living with disabilities for AARTO Service Outlets
	Reporting Period	Quarterly	Quarterly	Quarterly
	Output Indicators	Number of AARTO Service Outlets Deployed	Number of Metro/Local Municipal Areas implementing AARTO	Number of job opportunities targeting youth, women and people living with disabilities recruited for AARTO Service Outlets
ON		5.1	5.2	5.3

Table 14: Programme 5 Annual Performance Targets

### 8. Programme Resource Allocations

	Astrol	Anthrol		Antical		Five Year	Five Years Budget Estimates	imates	ARTE BELLEVI
Figures in R'000	2016/17	2017/18	Actual 2018/19	2019/20	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	9 076,00	9 468.00	10 202,29
Earmarked Funding (Ring-fenced)						215,754,00	165 187,00	143 529,00	
Infringement fees	140 906,00	166 036,00	160 060,00	270 867,00	228 000,00	294 186,00	312 031,00	326 072,00	350 598,03
Adjusted Budget/Relief Funding					80 021,00				
Interest received	9 930,00	8 656,00	00'009 9	1 050,00	1	ı			
Total income	160 928,00	192 388,00	178 382.00	279 687,00	315.218,00	518 588.00	486 294.00	479	360 800.32
Other Income	151,00	10,00	374,00	401,00					
Impairment loss on assets	10		A.						
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	179	189 022,00	197 527,99	209 379,67
Other operating expenses	62 790,00	125 157,00	103 664,00	125 009,00	145 397,00	301 224,00	255 354,00	235 595,73	101 057,57
Repairs and maintenance	353,00	296,00	00'62	405,00	in a				
Rental Mobile Buses	958,00	11 665,00	10 401,00	13 632,00	00'000 9	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	518	486 296,00	479 069,00	360 800,32
(Deficit) / Surplus	16 105,00	90,008	- 20 404,00	10 870,00	1	1	00'0	00'0	00'0
Capital expenditure	683,00	1 785,00	1 408,00	8 900,00	20 900,00	18 953,00	20 989,00	23 509,51	24 920,08

Table 15: Resource Allocations

Figures in R'000	Budget	Budget	Budget	Budget	Budg
Programme	2020/21	2021/22	2022/23	2023/24	2024/25
Admin & Governance Sustainability	109 063,00	120 876,00	127 413,00	133 147,00	141 135,82
AARTO Admin & Education	55 241,00	53 254,00	56 449,00	58 989,00	62 528,34
Adjudication & Support	123 861,00	131 293,00	139 170,00	116 324,00	123 303,44
Information Analytics	6 500,00	8 176,00	8 544,00	8 928,48	9 464,19
AARTO Rollout Programme	21 553,00	204 989,00	154 720,00	161 682,40	24 368,53
Total	316 218,00	518 588,00	486 296,00	479 070,88	360 800,32

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 and mobile units	<ol> <li>Deploy the new spring framework</li> <li>Refresh of the core infrastructure</li> <li>Increase storage and processing speed</li> </ol>
	Inability of SAPO to service all IAs	Review of SLA with SAPO     Continuous engagements (through SAPO operational committee) on SAPO performance
Prudent Financial management	Inability to spend 100% of AMIP budget	Implementation of Demand Management plan     Include budget management in Managers' KPIs     Fulfilment of procurement plan
Organisational re-alignment	Inability to adequately resource the Agency	Rationalisation of the organisational structure     Retention strategy     Digitisation
Clean governance	Irregularities in compliance and reporting processes	<ol> <li>System integration between HR, Finance and SCM</li> <li>Capacitation of Finance and SCM units</li> <li>Monitoring audit findings dashboard</li> <li>4. Inclusion of procurement and compliance deliverables in Managers' scorecards</li> </ol>
RTIA IT Business Enablement	Ineffective ICT enablement	Update and finalise ICT strategy after approval of organisation's business operating model     Approval of ICT strategy document     Implementation Plan of the ICT strategy

Outcome	Key risks	Mitigation
Efficient and Fair Adjudication Processes	Increase in number of applications for representations	<ol> <li>Regular interaction with infringers through the issuance of statements and engagements</li> <li>VFMNS notification system</li> <li>Awareness campaigns</li> <li>Increase capacity in Adjudications Unit</li> </ol>
	Inability of the Appeals Tribunal to process appeals received within the prescribed timelines	Amending the AARTO Act to include creation of satellite tribunals at provinces     Powers of the appeals tribunal are defined in the draft AARTO Regulations
Improve Internal Systems Efficiencies	Exposure to cyber-attacks and data breaches	Procurement and implementation of the disaster recovery site     Monitoring of security incidents
	Corruption in AARTO environment	<ol> <li>Random distribution system of adjudications locked to specific adjudicator</li> <li>To effect strict systems business rules aligned to policy</li> <li>System integration to enforce adherence to timelines</li> <li>Increased communication about the risk of using the services of tauters</li> </ol>
Cultivate Good Road User Behavior	Limited understanding of AARTO by the general public	Development of aligned communications strategy and plan     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: Functional Appeals Tribunal

Indictor Ref #	TID-1.1
Indicator Title	Functional Appeals Tribunal
Definition	Established Appeals Tribunal consisting of one (1) Chairperson with eight
	(8) members as per AARTO Act 2019.
Source of Data	Registrar Approved Appeals Tribunal Performance Reports and
	Presidential Appointment of the Appeals Tribunal
Method of Calculation or	Qualitative
Assessment	
Means of Verification	Presidential appointment and Registrar Approved Performance Reports
Assumptions	AARTO National rollout cannot materialise outside the establishment of
	the Appeals Tribunal
Disaggregation of	N/A
Beneficiaries (where applicable)	
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Q1: N/A
	Q2: Appeals Tribunal Establishment Report
	Q3: Progress Report on Appeals Tribunal Performance Developed
	Q4: Progress Report on Appeals Tribunal Performance Developed
Indicator Responsibility	Executive Manager: Traffic Infringement Management

Table 18: TID 1.1 Functional Appeals Tribunal

### 10.2 Indicator TID-1.2: Number of AARTO Education and Awareness Social Media Campaigns Deployed

Indictor Ref #	TID-1.2
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 particularly Twitter, Facebook and Instagram Reports
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 Q1: Eight (8) campaigns Q2: Eight (8) campaigns Q3: Eight (8) campaigns Q4: Eight (8) campaigns
Indicator	Executive: SDME
Responsibility	TO 5 by the sould have a constitute of the sould be sould

Table 19:TID 1.2 Number of AARTO Education and Awareness Social Media Campaigns Deployed

### 10.3 Indicator TID-1.3: Number of AARTO Education and Awareness Traditional Media Campaigns Deployed

Indictor Ref #	TID-1.3
Indicator Title	Number of AARTO Education and Awareness Traditional Media Campaigns Deployed
Definition	Twenty Four (24) (6 per quarter) Traditional AARTO education and awareness campaigns conducted through public/community activations or print media platforms or radio stations (commercial / national / community) to heighten awareness.
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	Attendance Registers or News Papers clips or TV or Articles or Radio
	Soundbites or Bulletins or Activation and/or Event Reports
Assumptions	Traditional media is a common mainstream communication platform.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Traditional AARTO Education and Awareness Campaigns Deployed Q1: Six (6) campaigns Q2: Six (6) campaigns Q3: Six (6) campaigns Q4: Six (6) campaigns
Indicator Responsibility	Deputy Registrars: SDME

Table 20:TID 1.3 Number of AARTO Education and Awareness Traditional Campaigns Deployed

### 10.4 Indicator TID-1.4: Points Demerit System Developed

Indictor Ref #	TID-1.4
Indicator Title	Point Demerit System Developed
Definition	An NCR based on a Point Demerit System that is informed by phase 1 as per
	RTMC Road Traffic Information informed by Top 10 Vehicle & Driver Offences.
	The RTIA in collaboration with the RTMC will define the top 10 offences as per
	recent RTI.
Source of Data	NCR Report(Categories linked to Schedule 3 of AARTO Regulations)
Method of Calculation	Qualitative
Means Of Verification	NCR Progress Report on PDS Functions Developed on NCR (Dry-Run)
Assumption	NCR in its current form can accommodate the new point demerit system asper
	new AARTO Regulations from 12 points to 15 points
Disaggregation of Beneficiaries (where	N/A
Beneficiaries (where applicable)	
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Points Demerit System as per Top 10 Vehicle & Driver Offences Developed
	Q1: N/A
	Q2: PDS Business Requirements Developed
	Q3: PDS Business Proposal Approved
	Q4: Progress Report on PDS System Development (Number of PDS system
	functionalities completed)
Indicator Responsibility	Deputy Registrar: TIM

Table 21: TID 1.4 Points Demerit System Developed

### 10.5 Indicator TID-1.5: Driver rehabilitation programmes Developed

Indictor Ref #	TID-1.5
Indicator Title	Driver Rehabilitation Programs Developed
Definition	Driver rehabilitation programme developed based on literature reviewed and benchmarking report outcomes.
Source of Data	Registrar Signed off Rehabilitation Programme Concept Document and
	Benchmarking Report
Method of Calculation	Qualitative
Means Of Verification	Registrar Signed off Rehabilitation Programme
Assumption	AARTO National Roll Out will be Amplified by Incorporation of Driver Rehabilitation Programmes during 2022/23 FY.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Approved and Functional Driver Rehabilitation Programme
	Q1: International Benchmarking Report Developed
	Q2: Stakeholder Consultation Report
	Q3: Driver Rehabilitation Concept Document Developed
	Q4: Driver Rehabilitation Programme Developed
Indicator Responsibility	Deputy Registrar: TIM

Table 22: TID 1.5 Driver Rehabilitation Programmes Implemented

### 11. Programme 2: Adjudication & AARTO Support

Strategic Goal 2: Voluntary compliance with road traffic laws

### 11.1 Indicator TID-2.1: AARTO Electronic Services Implemented

Indictor Ref #	TID-2.1
Indicator Title	AARTO Electronic Services Implemented
Definition	Implementation of an electronic service to issue courtesy letters and enforcement orders.
Source of Data	Electronic Service System or NCR System
Method of Calculation	Qualitative
Means of Verification	Electronic Service Reports or NCR Reports and/or Progress Reports
Assumptions	The Electronic Service or NCR is capable of facilitating electronic service for CL and EO based on NCR available email notification functionality.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Electronic service implemented
	Q1:Electronic Service System Design Developed
	Q2: Progress Report on the Implementation of Electronic Service
	Q3: Electronic Service Test Report Developed
	Q4: Electronic Service Implementation Report
Indicator	Deputy Registrar: TIM
Responsibility	

Table 23: TID 2.1 AARTO electronic Services Implemented

### 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: ICT Strategy Developed

Indictor Ref #	TID-3.1
Indicator Title	Development of ICT Strategy
Definition	3-year ICT strategy document produced. Strategy development to be preceded by COBIT 2019 assessment. Emphasis of strategy to focus on enterprise architecture development and system integration.
Source of Data	Board approved ICT Strategy 2021
Method of Calculation	Qualitative
Means of Verification	A Board approved ICT strategy document
Assumptions	It is assumed that the ICT Strategy will enhance organisational efficiencies and integration of organisational functions.
Disaggregation of Beneficiaries (where applicable)	N/A.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired	Board Approved ICT Strategy developed:
Performance	Q1: ICT Strategy Specifications Developed Q2: N/A Q3: COBIT 19 Assessment conducted with a combination of Enterprise Architecture defined Q4: Formulation of ICT Strategy and COBIT 19 Implementation
Indicator	Senior Manager: ICT
Responsibility	

Table 24: TID 3.1 RTIA ICT Strategy Developed

### 12.2 Indicator TID-3.2: AARTO State of the Operations Report Developed

Indictor Ref #	TID-3.2
Indicator Title	AARTO State of the Operations Report
Definition	A comprehensive AARTO performance report outlining and interpreting statistics as per NCR information for the reporting period.
Source of Data	NCR
Method of Calculation	Qualitative
Means of Verification	AARTO State of Operations report
Assumption	213 jurisdictions will implement AARTO during quarter 3 and 4 for which information can be reported at the end of quarter four.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	Quarterly AARTO State of Operations Report. Q1: N/A Q2: N/A Q3: N/A Q4: State of the AARTO Operations Report
Indicator Responsibility	DR:SDME

Table 25: TID 3.2 AARTO State of the Operations Report Developed

### 13. Programme 4: Governance & Sustainability

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

### 13.1 Indicator TID- 4.1 : Achievement of Clean Governance through an Unqualified Audit Opinion

Indictor Ref#	TID- 4.1
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	Qualitative
Calculation	
Means of	Audit Findings Dashboard and Internal Audit Follow-up Report/s (only during
Verification	Quarter 4)
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	Unqualified Audit Opinion
Performance	Q1: Progress Report on Audit Action Plan based on 2019/2020 audit findings implemented  Q2: N/A
	Q3: Approved Audit Action Plan based 2020/21 audit findings
	Q4: Progress Report Audit Execution Plan based of 2020/2021 audit findings
	implemented
Indicator	Chief Financial Officer
Responsibility	

Table 26: TID 4.1 Achievement of Clean Governance through an unqualified Audit Opinion

### 13.2 Indicator TID-4.2: 100% AMIP Annual Allocated Budget Committed

Indictor Ref #	TID-4.2
Indicator Title	% AMIP Annual Budget Committed
Definition	Monitoring and reporting on budget committed
Source of Data	Purchase Order and/or Concluded Legal Contract
Method of	Actual procurement commitments vs Budget Allocations
Calculation	
Means of	SCM System report and Purchase Order Register
Verification	
Assumption	All the project owners will submit their needs and specifications in line with their
	allocated budgets and have demand management plans.
Disaggregation of	N/A
Beneficiaries (where applicable)	
Spatial	N/A
Transformation (where applicable)	
Reporting Cycle	Quarterly
Desired	Q1 N/A
Performance	Q2 50% Budget Committed
	Q3 35% Budget Committed
	Q4 15% Budget Committed
Indicator	CFO & Project owners.
Responsibility	

Table 27: TID 4.2: 100% AMIP Annual Allocated Budget Committed

### 13.3 Indicator TID: 4.3 % Responses to Parliamentory Questions within the Stipulated Timeframes

Indictor Ref #	TID-4.3
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	Quantitative
Calculation	
Means of	RTIA Parliamentary Question Register
Verification	
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	N/A
Beneficiaries (where applicable)	
Spatial	N/A
Transformation (where applicable)	
Reporting Cycle	Bi Annually
Desired	100% of questions asked in Parliament should be responded to within the
Performance	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	DR:SDME & Executive Legal
Responsibility	

Table 28: TID 4.3: % Responses to Parliamentary Questions within stipulated Timeframes

### 13.4 Indicator TID: 4.4 % Resolution of reported incidents of corruption

Indictor Ref #	TID-4.4
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	Whistle-blower Report ,RTIA Fraud & Corruption Case Register
Method of	Quantitative
Calculation	
Means of	Registrar signed off Bi-Annual Reports on steps taken to ensure resolution of
Verification	reported incidents of corruption
Assumptions	The nature of the traffic management business has historically been dominated
	by reports of bribery and corruption
Disaggregation of	N/A
Beneficiaries (where applicable)	
Spatial	N/A
Transformation (where applicable)	
Reporting Cycle	Bi Annually
Desired	95% resolution of reported incidents of corruption
Performance	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	DR:SDME & Executive Legal
Responsibility	

Table 29: TID 4.4: Percentage Resolution of Reported Cases of Corruption

### 13.5 Indicator TID: 4.5 Social & Ethics Committees Established and Operationalised

Indictor Ref #	TID-4.5
Indicator Title	Social & Ethics Committees Established and Operationalised
Definition	The RTIA to establish and operationalise internal Committees that focus on ethics
Source of Data	Social & Ethics Committee Appointment Letters and Committee Reports
Method of	Quantitative
Calculation	
Means of	Registrar's Signed off Bi-Annual report on status and operations of committees
Verification	
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	RTIA to submit two reports on the establishment and operationalization of Social
Performance	& Ethics committees
	Q2: Bi-Annual report on status and operations of committees
	Q4: Annual report on status and operations of committees
Indicator	DR: Executive Legal & Company Secretary
Responsibility	

Table 30: TID 4.5: Social & Ethics Committees Established and Operational

### 13.6 Indicator TID: 4.6 % Reduction of Wasteful and Fruitless Expenditure

Indictor Ref #	TID-4.6
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	Monthly RTIA management accounts
Method of	Quantitative
Calculation	
Means of	Financial & Expenditure Accounts and Internal Audit Reports (where applicable)
Verification	
Assumptions	The RTIA has in the recent years never recorded wasteful and fruitless
	expenditure
Disaggregation of Beneficiaries	N/A
(where applicable)	
Spatial Transformation	N/A
(where applicable)	
Reporting Cycle	Bi Annually
Desired	RTIA to submit two reports on steps adopted by the Agency to maintain 0%
Performance	wasteful and fruitless expenditure
	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	CFO
Responsibility	

Table 31: TID 4.6: Percentage Reduction of Wasteful and Fruitless Expenditure

### 13.7 Indicator TID: 4.7 % Reduction of Cases of Irregular Expenditure

Indictor Ref #	TID-4.7
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	Quantitative
Calculation	
Means of	Financial & Expenditure Accounts, Internal Audit Reports and SCM monthly
Verification	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	N/A
Beneficiaries (where applicable)	
Spatial	N/A
Transformation (where applicable)	
Reporting Cycle	Bi Annually
Desired	RTIA to submit two reports on steps adopted by the Agency to reduce irregular
Performance	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	CFO CFO
Responsibility	

Table 32: TID 4.7: Percentage Reduction of Cases of Irregular Expenditure

### 13.8 Indicator TID: 4.8 % Compliance to 30 Day Payment Requirement

Indictor Ref #	TID-4.8
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	Ageing Report on valid tax invoices
Method of	Quantitative
Calculation	
Means of	Financial Reports and Internal Audit Reports (where applicable)
Verification	
Assumptions	There will be an approved budget and approval of the procurement.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Bi Annually
Desired	RTIA to submit two reports on steps adopted by the Agency to pay 100% of
Performance	suppliers within 30 days from date of valid invoicing
	Q2: Bi-Annual report on steps taken to ensure compliance to 30 days payment
	requirement
	Q4: Annual report on steps taken to ensure compliance to 30 day payment
	requirement
Indicator	CFO
Responsibility	

Table 33: TID 4.8: Percentage Compliance to 30 days 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

Indictor Ref #	TID-5.1
Indicator Title	Number of Service Outlets Established
Definition	An AARTO Service outlet is a workstation located in the Registering Authority, Driver Licence and Testing Centre (DLTC), Provincial Office, Issuing Authority, Court and any other community centre that the community can access government services that provide limited AARTO services.  *establishment implies: Physical structure with RTIA branding, AARTO service outlet operator with a computer, printer and scanner.* Identified sites to be accessible to the public.
Source of Data	AARTO service outlet quarterly deployment report
Method of Calculation	Quantitative
Means of Verification	Number of functional AARTO Service outlets with operators
Assumptions	That Provincial and 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 no less than 1% of people living with disabilities within the immediate communities.
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired Performance	25 AARTO Service Outlets established: Q1: 0 Service outlets established Q2: Quarterly Deployment Report for 07 Service outlets established Q3: Quarterly Deployment Report for 09 Service outlets established Q4: Quarterly Deployment Report for 09 Service outlets established
Indicator Responsibility	DR:SDME

Table 34: TID 5.1 Number of Service Outlets Deployed

### 14.2 Indicator TID-5.2: Number of Metro/Local Municipal Areas implementing AARTO

Indictor Ref #	TID-5.2
Indicator Title	Number of Metro/Local Municipal Areas implementing AARTO
Definition	213 Metro/Local Municipal Areas effectively enforcing provisions of the AARTO
	Legislation in the Road Traffic Management within their immediate municipal
	jurisdiction.
Source of Data	AARTO Implementation report/NATIS Report
Method of	Cumulative
Calculation	
Means of	Proclamation, NCR reports and AARTO implementation reports
Verification	
Assumptions	IAs within municipalities have been visited and assessed for AARTO readiness as
	per the RTIA checklist.
Disaggregation of Beneficiaries	N/A
(where applicable)	
Spatial Transformation	N/A
(where applicable)	
Reporting Cycle	Quarterly
Desired	AARTO proclaimed in 213 Metro/Local Municipal Areas
Performance	Q1: N/A Q2: AARTO State of Readiness Report Developed for 67 metropolitan/municipal
	areas
	Q3: AARTO implementation report for 67 Metro/Local Municipal Areas and
	AARTO State of Readiness Report for 144 municipal areas Developed Q4: AARTO implementation report for 144 Local Municipal Areas remaining.
Indicator	Deputy Registrar: TIM
Responsibility	

Table 35: TID 5.2: Number of Metro/Local Municipal Areas implementing AARTO

### 14.3 Indicator TID-5.3: Number of job opportunities targeting youth, women and people living with disabilities recruited for AARTO Service Outlets

Indictor Ref #	TID-5.3
Indicator Title	Number of jobs created targeting youth, women and people leaving with disabilities
Definition	Creation of 50 job opportunities by the RTIA targeting women, youth and people living with disabilities
Source of Data	HR Quarterly Report and Recruitment Advertisement
Method of	Quantitative
Calculation	
Means of	HR Reports on number of people appointed and appointment letters.
Verification	
Assumptions	Sufficient unemployed and talented individuals are available to take up new
	employment
Disaggregation of	Recruitment biased towards youth, women & people living with disabilities
Beneficiaries (where applicable)	
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired	50 positions filled targeting youth, women and people living with disabilities for
Performance	AARTO Service Outlets.
	Q1: N/A
	Q2: 14 AARTO Service Outlet Operators Appointed targeting youth, women and
	people living with disabilities 100% of identified categories recruited and
	appointed in provinces and service outlets
	Q3: 36 AARTO Service Outlet Operators Appointed targeting youth, women and
	people living with disabilities.
	Q4: N/A
Indicator	DR: Corporate Services
Responsibility	

Table 36: TID 5.3: Number of Youth, Women and people living with Disabilities