



RTIA
Road Traffic Infringement Agency

Justice in Adjudication

Annual Performance Plan

2016/17

Foreword by the Minister



The development of this Annual Performance Plan (APP) was guided by Framework for Strategic Plan and Annual Performance Plans. The 2016/17 Annual Performance Plan for the Road Traffic Infringement Agency,(RTIA) is a result of wide consultation, strategic analysis and reflection on the national priorities of government related to the provision of a safe and reliable transport environment. It is geared at ensuring that it builds on the foundation stone of the commitment that South Africa has made towards addressing the scourge of road carnage, encompassed in the United Nations “*Make Roads Safe*” Campaign and expressed in the “*Decade of Action for Road Safety 2011 – 2020*”

Furthermore, the achievement of this Annual Performance Plan will enable the Agency to realise the targets embodied in the National Development Plan, especially the objective of reducing injury, accidents and violence. More pointedly, the 2016/17 APP will create a platform for the development of comprehensive programmes to improve road user behaviour for increased compliance to all road traffic laws, pursuant to encouraging safer road users in accordance with Pillar 4 of the Global Plan for the *Decade of Action for Road Safety 2011-2020*. This APP therefore incorporates the Medium Term Expenditure Framework (MTEF) targets and key government priorities, and is geared towards contributing to the successful achievement of the strategic outcomes of the Department in line with government’s priorities.

The 2016/17 period is envisaged as the period in which the much-anticipated national bill publishing of the Administrative Adjudication of Road Traffic Offences (AARTO) will be embarked upon. This will follow the successful promulgation of the AARTO Amendment Bill and proclamation by the President, which would enable the implementation of the Points Demerit System. Achieving this milestone will evidence government’s decisive stance against lawlessness and enable the Agency to influence positive behavioural change through the establishment of rehabilitation programmes for recalcitrant road users.

In the meantime there is a need for strengthening of enforcement of penalties against road traffic law culprits to help reducing carriages on our roads

I am confident that the successful achievement of the deliverables contained in this Annual Performance Plan will culminate in the Agency and the transport fraternity in providing the Constitutional imperatives of the protection of lives to all road users in South Arica.

I hereby wish to reaffirm my confidence in the Board, the senior management team and staff in the Road Traffic Infringement Agency. I further commit to provide the requisite support and guidance for the successful implementation of the 2016/17 APP.



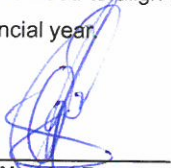
Ms Dipuo Peters, MP
Minister of Transport

Date: 08/03/2016

STATEMENT

The Board of Directors are satisfied with the performance targets set for the 2016/17 period and appreciates guidance provided by the Department of Transport throughout the process of developing this Annual Performance Plan.

The 2016/17 Annual Performance Plan encompasses targets which seek to amend the 2015-2020 strategic plan of the Road Traffic Infringement Agency owing to the delayed rollout of the AARTO to the rest of the country during the 2015/16 period as well as the need to align it with the envisaged AARTO Amendment Bill expected to be promulgated by Parliament during the 2016/17 financial year.

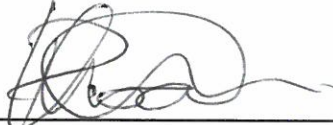


Ms Nomini Rapoo
Chairperson of the Board

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of the Road Traffic Infringement Agency under the guidance of the Registrar, Mr Japh Chuwe.
- was prepared in line with the current Strategic Plan of the Road Traffic Infringement Agency and
- accurately reflects the performance targets which the RTIA will endeavour to achieve given the resources made available in the budget for the 2016/17 period.



Ms. Palesa Moalusi
Chief Financial Officer

Date: 29.01.2016



Mr. Japh Chuwe
Registrar/Accounting Officer

Date: 2016/01/29



Ms. Dipuo Peters, MP
Minister of Transport

Date: 08/03/2016

ROAD TRAFFIC INFRINGEMENT AGENCY (RTIA): ANNUAL PERFORMANCE PLAN - 2016/17

Strategic Objectives:

1. Discourage the contravention of road traffic laws
2. Co-ordinate and facilitate readiness for national implementation of AARTO
3. Influence change in road user behaviour
4. Effective administration and resourcing of the Agency to deliver on its mandate

Strategic Objective 1: Discourage the contravention of road traffic laws

Strategic objective	Discourage contravention of road traffic laws
Objective statement	To ensure compliance with Road Traffic Laws
Baseline	High fatality rates on the roads and non-compliance to the road traffic laws
Justification	Commitment for the 50% reduction of road crashes and fatalities made in terms of the United Nations Decade of Action For Road Safety 2011 - 2020
Links	Reduction of fatalities and increased compliance to road traffic laws

Strategic objective	Key Performance Indicator	Audited Performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
1. Discourage contravention of road traffic laws	1.1 % of received representations adjudicated within 21 days	151 734	151 734	132 962	151,000	100% of representations adjudicated within 21 days of date of receipt 155,530	100% of representations adjudicated within 21 days of date of receipt	100% of representations adjudicated within 21 days of date of receipt
	1.2 Amount of outstanding penalties collected	R49m	R84.7	R334m	R355.5m	R458m	R590m	R762m
	1.3 number of courtesy letters served within 40 days	469 466	200 469	451 881	2,309,580	1,348,295	1,638,553	2,122,316
	1.4 number of enforcement orders served within 40 days	90 211	46 267	556 775	2,222,190	1,280,880	1,535,558	1,960,021
	1.5 Develop and implement South African Rehabilitation Model for road traffic offenders	N/A	N/A	2 International Benchmarking Reports completed.	International benchmarking report completed	South African Rehabilitation Model for road traffic offenders developed	South African Rehabilitation Model for road traffic offenders implemented	South African Rehabilitation Model for road traffic offenders implemented

Programme performance indicators

Quarterly targets for 2016/17

Set out quarterly targets for the programme performance indicators identified above.

Programme performance indicators	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
1.1 % of received representations adjudicated within 21 days	Quarterly	100 % of representations adjudicated within 21 days of receipt 155,530	100% representations adjudicated within 21 days of receipt 38,882	100% representations adjudicated within 21 days of receipt 38,882	100% representations adjudicated within 21 days of receipt 38,882	100% representations adjudicated within 21 days of receipt 38,884
1.2 Amount of outstanding penalties collected	Quarterly	R458m	R114,5m	R114,5m	R114,5m	R114,5m
1.3 number of courtesy letters served within 40 days	Quarterly	1,348,295	337 073	337 073	337 073	337 076
1.4 number of enforcement orders served within 40 days	Quarterly	1 280 880	320 220	320 220	320 220	320 220
1.5 South African Rehabilitation Model for road traffic offenders developed and implemented	Quarterly	South African Rehabilitation Model for road traffic offenders developed	N/A	Draft South African Rehabilitation Model for road traffic offenders developed	Final draft South African Rehabilitation Model for road traffic offenders developed	Final draft South African Rehabilitation Model for road traffic offenders workshopped with stakeholders

Strategic Objective 2

Strategic objective	Co-ordinate and facilitate readiness for national implementation of AARTO
Objective statement	To ensure full readiness of all key stakeholders prior to full implementation of AARTO countrywide
Baseline	Average 80% readiness by key stakeholders upon implementation of AARTO
Justification	Empower stakeholders in ensuring their readiness in preparation for full implementation of AARTO
Links	Department of Transport, broader Transport Sector, Pillar 4 (Safer road users) of the Global Plan for the Decade of Action for Road Safety 2011-2020 and the National Development Plan (Chapter 10: Health care for all and Chapter 13: Building a capable and developmental state)

Strategic objective	Key Performance Indicator	Audited Performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
2. Co-ordinate and facilitate readiness for national implementation of AARTO	2.1 Assessment of the state of readiness for national implementation of AARTO	N/A	N/A	N/A	N/A	state of readiness report for national implementation of AARTO released	N/A	N/A
	2.2 Number of AARTO support workshops conducted at provincial level	N/A	N/A	28 public awareness and education campaigns conducted	9 provincial outreach meetings on AARTO conducted	27 AARTO support workshops conducted at provincial level	Facilitate 18 AARTO support workshops conducted at provincial level	18 AARTO support workshops conducted at provincial level
						N/A	9 Compliance inspections with the AARTO prescripts at provincial level	9 Compliance inspections with the AARTO prescripts at provincial level

	2.3 Number of officers trained on AARTO	N/A	N/A	N/A	N/A	12 000 authorised officers trained on AARTO	Refresher training of authorised officers conducted	Refresher training of authorised officers conducted
		N/A	N/A	N/A	N/A	6 000 back office personnel trained on AARTO & NCR	Refresher training of authorised back office personnel conducted	Refresher training of authorised back office personnel conducted
	2.4 Number of IA's assessed for roll-out readiness	N/A	N/A	N/A	N/A	224 IA's assessed for roll-out readiness	90 IA's sampled and Inspected for compliance	90 IA's sampled and Inspected for compliance
	2.5 % of NCR Transactions Assessed and Ready for AARTO Implementation	N/A	N/A	N/A	N/A	90% of NCR Transactions Assessed	100% of NCR Transactions Assessed	N/A
90% of NCR Transactions Enhanced and Functional						100% of NCR Transactions Enhanced and Functional	100% of NCR Transactions Enhanced and Functional	

Quarterly targets for 2016/17

Quarterly targets for programme performance indicators

Programme performance indicators	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
2.1 Assessment of the state of readiness for national implementation of AARTO	quarterly	State of readiness reports released	Draft state of readiness report released	Workshop the state of readiness report with stakeholders	Final state of readiness report released	Final state of readiness report submitted to the Minister
2.2 Number of AARTO support workshops conducted at provincial level	quarterly	27 AARTO support workshops conducted at provincial level 225 Service Level Agreements signed	9 AARTO support workshops conducted at provincial level	9 AARTO support workshops conducted at provincial level 75 SLAs signed	9 AARTO support workshops conducted at provincial level 75 SLAs signed	N/A
		9 Compliance inspections with the AARTO prescripts at provincial level	2 Compliance inspections with the AARTO prescripts at provincial level	3 Compliance inspections with the AARTO prescripts at provincial level	2 Compliance inspections with the AARTO prescripts at provincial level	2 Compliance inspections with the AARTO prescripts at provincial level
2.3 Number of officers trained on AARTO	quarterly	12 000 authorised officers trained on AARTO	4 000 authorised officers trained on AARTO	5 000 authorised officers trained on AARTO	2 000 authorised officers trained on AARTO	1000 authorised officers trained on AARTO
		6 000 Back Office Personnel trained on NCR	3 000 Back Office Personnel trained on NCR	2 000 Back Office Personnel trained on NCR	1 000 Back Office Personnel trained on NCR	N/A
2.4 Number of IA's assessed for roll-out readiness	quarterly	224 IA's verified for roll-out readiness	110 IA's verified	114 IA's verified	10 Inspections per province done	10 Inspections per province done
2.5 % of NCR Transactions Assessed and Ready for AARTO Implementation	quarterly	90% of NCR Transactions Assessed	50% of NCR Transactions Assessed	30% of NCR Transactions Assessed	10% of NCR Transactions Assessed	N/A
		90% NCR Transactions Enhanced and Functional	50% NCR Transactions functional	40% of NCR Transactions functional	10% of NCR Transactions Enhanced	50% of NCR Transactions Enhanced

Strategic objective 3

Strategic objective	Facilitate AARTO education awareness to influence change in road user behaviour
Objective statement	To change the non-compliant culture of road users through education and empowerment
Baseline	Average 20% compliance rate for traffic laws
Justification	Empowerment of road users about their responsibilities of road safety in line with the National Development Plan Chapter 10 (Health care for all) objective to reduce injury, accidents and violence by 50% from 2010 levels and by developing the requisite skills as per Chapter 11 (Social Protection) objective of addressing the skills deficit in the social welfare sector and Chapter 13 (Building a capable and developmental state) objective to ensure that staff at all levels have the authority, experience, competence and support they need to do their jobs. This also creates a platform for the development of comprehensive programmes to improve road user behaviour as per Pillar 4 (Safer road users) of the Global Plan for the Decade of Action for Road Safety 2011-2020.
Links	Department of Transport, broader Transport Sector, Pillar 4 (Safer road users) of the Global Plan for the Decade of Action for Road Safety 2011-2020 and the National Development Plan (Chapter 10: Health care for all and Chapter 13: Building a capable and developmental state)

Strategic objective	Key Performance Indicator	Audited Performance			Estimated performance 2015/16	Medium-term targets		
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
3. Facilitate AARTO Education awareness to influence change in road user Behaviour	3.1 Enhanced ease of access to RTIA and AARTO services	N/A	N/A	N/A	N/A	Development & implementation of an integrated customer enhancement and marketing strategy	Implementation of an integrated customer enhancement and marketing strategy	Implementation of an integrated customer enhancement and marketing strategy
	3.2 Expansion of the RTIA footprint	N/A	N/A	N/A	N/A	20 self-help kiosks distributed for ease of access to AARTO and RTIA service offering	20 additional self-help kiosks distributed and functional in at least 04 additional provinces	30 additional self-help kiosks distributed and functional in at least 04 additional provinces
						05 mobile AARTO offices established and functional	Two additional mobile AARTO offices	Two additional mobile AARTO offices
						N/A	N/A	N/A

						and advocacy campaigns undertaken per annum	and advocacy campaigns undertaken per annum	education and advocacy campaigns undertaken per annum
	3.3 No of communities impacted through RTIA programmes	N/A	N/A	N/A	N/A	20 communities impacted through RTIA's CSI programme	30 communities impacted through RTIA's CSI programme	40 communities impacted through RTIA's CSI programme
	3.4 Number of drivers with demerit points allocated	N/A	N/A	N/A	N/A	N/A	1,372,000	1,700,500
	3.5 Number of licences and operator cards suspended	N/A	N/A	N/A	N/A	N/A	132,100	163,600
	3.6 Number of licences and operator cards cancelled	N/A	N/A	N/A	N/A	N/A	65,700	81,500

Quarterly targets for 2016/17

Set out quarterly targets for the programme performance indicators identified above.

Programme performance indicators	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
3.1 Enhanced ease of access to RTIA and AARTO services	Quarterly	An integrated customer enhancement and marketing strategy developed and implemented	N/A	Strategy development and planning	Approval and acquisitions Business to Business digital touch points rolled out	Business to Customer touch points rolled out
3.2 Expansion of the RTIA footprint and increased access to AARTO services	quarterly	05 mobile AARTO office and 40 kiosks acquired	Completion of procurement processes for acquisition of 40 self-help kiosks and 05 mobile AARTO offices	40 self-help kiosks distributed for ease of access to AARTO and RTIA service offering	Monitor performance of self help kiosks	Monitor performance of self help kiosks
			Services of an events management and marketing agency secured	AARTO readiness countdown & introduction of the early bird amnesty campaign (introduction of the AARTO Mascot)	Host a National launch of AARTO and Enterprise Development (05 cities in one day event)	05 AARTO activations using mobile AARTO services city to city
3.3 No of communities impacted through RTIA programmes	Quarterly	20 communities impacted through RTIA's CSI programme	05 communities supported	05 communities supported	05 communities supported	05 communities supported

Strategic Objective 4

Strategic objective	Effective administration and resourcing of the Agency to deliver on its mandate
Objective statement	Alignment of resources to ensure efficiency and implementation of AARTO objectives
Baseline	As at the end of October 2015, the Road Traffic Infringement Agency had 95 employees and 12 interns.
Justification	In line with Chapters 3 and 13 of the National Development Plan contribute towards the reduction of the national unemployment rate from 24.9% in June 2012 to 14% by 2020 and 6% by 2030 and facilitate improved performance in delivery of service by ensuring that staff at all levels have the authority, experience, competence and support they need to do their jobs; respectively.
Links	National Development Plan: Chapter 3 (Economy and Employment) to contribute towards reducing the national unemployment rate from 24.9% in June 2012 to 14% by 2020 and to 6% by 2030 and Chapter 13 (Building a capable and developmental state) particularly by meeting the objective intended to ensure that staff at all levels have the authority, experience, competence and support they need to do their jobs.

Included in Annual Performance Plan – annual targets:

Strategic objective	Key Performance Indicator	Audited Performance			Estimated performance 2015/16	Medium-term targets			
		2012/13	2013/14	2014/15		2016/17	2017/18	2018/19	
4. Effective administration and resourcing the Agency to deliver on its mandate	4.1 Institutional operating model in place	N/A	N/A	N/A	N/A	Complete organisational re-engineering programme	Institutionalise effective people management practises	Strategic alignment of people management practises and operational efficiency	
	4.2 HR strategy developed	N/A	N/A	N/A	N/A	HR strategy developed and implemented	Monitoring implementation of HR strategy	Monitoring implementation of HR strategy	
	4.3 Enterprise Resource Plan developed and implemented	Basic systems acquired	IT systems acquired and implemented	Basic systems acquired and implemented	IT systems acquired and implemented	Information technology systems and infrastructure acquired ¹	Enterprise Resource Plan system and infrastructure acquired & implemented	Enhancement of support systems and infrastructure	Monitoring of support systems and infrastructure
	4.4 No of Enterprise Development projects	N/A	N/A	N/A	N/A	N/A	05 ED projects established and implemented	09 projects maintained and expanded (maintain the 16/17)	18 functional ED projects for women, youth and disabled

¹ Aligned to the historical acquisitions of the institution

		implemented for relevant designated ² groups.					(mobile AARTO, & exhibitions, back-office support, trace and collect, kiosks, driver simulation)	projects and inspections in loco, rehabilitation)	add people country-wide
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Programme performance indicators

Quarterly targets for 2016/17

Quarterly targets for programme performance indicators

Programme performance indicators	Reporting period	Annual target 2016/17	Quarterly targets			
			1 st	2 nd	3 rd	4 th
4. 4.1 Institutional operating model in place	Quarterly	100% implementation of organisational re-engineering programme	Organisational structure approved and implemented	Resourcing Plan implemented	High Level Process Analysis and Alignment finalised	Complete organisational re-engineering programme
4.2 HR strategy developed	Quarterly	Full integration of ED as part of the RTIA's operating environment	Approval of HR Strategy	Two key programmes of the HR Strategy implemented and aligned to ED Model i.e. Performance Management System and Talent Management System	Additional two key programmes of the HR Strategy implemented and aligned to ED Model i.e. Skills Assessment and Comprehensive Training Plan	100% alignment of all people management processes to ED Model resourcing approach
4.3 Enterprise Resource Plan developed and implemented	Quarterly	ERP system and infrastructure acquired	Finalise user requirements and initiate procurement process	Acquire ERP system	Implement two modules of the ERP System	Implement two additional modules of the ERP System
4.4 No of ED projects implemented for designated groups.	Quarterly	05 ED projects established and implemented (mobile AARTO, & exhibitions, back-office support, trace and collect, kiosks, driver simulation)	02 ED projects established and implemented	01 additional ED projects established and implemented	01 additional ED project established and implemented	01 additional ED project established and implemented

² Relevant designated groupings: women, youth, people with disabilities



RTIA

Road Traffic Infringement Agency

Justice in Adjudication

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ANNEXURE TO RTIA APP 2016/17 WITH REGARD TO CHANGES DONE TO THE 2015/16-2019/20 STRATEGIC PLAN

The Framework for Strategic Plans and Annual Performance Plans stipulates that:

“A Strategic Plan may be changed during the five-year period that it covers. However, such changes should be limited to revisions related to significant policy shifts or changes in the service delivery environment. The relevant institution does this by issuing an amendment to the existing plan, which may be published as an annexure to the Annual Performance Plan, or by issuing a revised Strategic Plan”.

Given the above requirement from the Framework, The Road Traffic Infringement Agency (RTIA) reviewed the Strategic Plan 2015/16-2019/20 and owing to the delayed national implementation of AARTO during the 2015/16 period as well as the need to align the plan with the envisaged AARTO Amendment Bill expected to be promulgated by Parliament during the 2016/17 financial year the RTIA developed an Annexure to the Annual Performance Plan. The Agency is not going to table the Strategic Plan 2016/17-2020/21.

Current Strategic Objectives	Current Performance Indicators	Annual Target	New Strategic Objectives	New Performance Indicators	Annual Target
1. Enforce compliance by penalising the	Number of representations adjudicated.	151,000	1. Discourage contravention of road traffic laws	1.1 % of received representatives considered within 21	100 % of representations adjudicated within 21

contravention of road traffic laws				days.	days of receipt 155,530
	Number of drivers with demerit points allocated	1,372,000		1.2 Amount of outstanding penalties collected	R580m
	Number of licences and operator cards suspended	132,100		1.3 number of courtesy letters served within 40 days	1,348,295
				1.4 number of enforcement orders served within 40 days	1 280 880
				1.5 Develop and implement South African Rehabilitation Model for road traffic offenders	South African Rehabilitation Model developed for road traffic offenders
Current Strategic Objectives	Current Performance Indicators	Annual Target	New Strategic Objectives	New Performance Indicators	Annual Target
2. Change the behaviour of road users	Number of public awareness and education campaigns conducted in support of the United Nations' Decade of Action	9 provincial outreach meetings on AARTO conducted 24 AARTO Print Media awareness programmes	2. Co-ordinate and facilitate readiness for national implementation of AARTO	2.1 Assessment of the state of readiness for national implementation of AARTO	State of readiness reports released

	for Road Safety and the National Development Plan	48 AARTO and Road Safety Community Radio messages 144 AARTO Electronic Billboard Adverts		2. 2 Number of AARTO support workshops conducted at provincial level	27 AARTO support workshops conducted at provincial level 225 Service Level Agreements signed
	Rehabilitation programmes established	Accredit and establish 5 pilot Traffic Rehabilitation Schools			9 Compliance inspections with the AARTO prescripts at provincial level
	Interfaith movement prayer day campaigns	Signature petition for Declaration of a National Prayer Day for Road Safety submitted		2.3 Number of officers trained on AARTO	12 000 authorised officers trained on AARTO
Current Strategic Objectives	Current Performance Indicators	Annual Target	New Strategic Objectives	New Performance Indicators	Annual Target
2. Change the behaviour of road users	Empowerment of vulnerable road user groups for road safety	Total 8 schools/communities for sustainable road safety projects	2. Co-ordinate and facilitate readiness for national	2.3 Number of officers trained on AARTO	12 000 authorised officers trained on AARTO

		empowerment	Implementation of AARTO		6 000 Back Office Personnel trained on NCR
				2.4 Number of IA's assessed for roll-out readiness	224 IA's verified for roll-out readiness
				2.5 % of NCR Transactions Assessed and Ready for AARTO Implementation	90% of NCR Transactions Assessed
Current Strategic Objectives	Current Performance Indicators	Annual Target	New Strategic Objectives	New Performance Indicators	Annual Target
3. Administration and resourcing of the Agency	Number of appointed staff in organisation	175	3. Influence change in road user behaviour	3.1 Enhanced ease of access to RTIA and AARTO services	An integrated customer enhancement and marketing strategy developed and implemented

	Number of interns recruited	90		3.2 Expansion of the RTIA footprint and increased access to AARTO services	05 mobile AARTO office and 40 kiosks acquired
	business tools and support systems acquired	Information technology systems and infrastructure acquired		3.3 No of communities impacted through RTIA programmes	20 communities impacted through RTIA's CSI programme
Current Strategic Objectives	Current Performance Indicators	Annual Target	New Strategic Objectives	New Performance Indicators	Annual Target
4. Establish & strengthen strategic partnerships for road safety	4.1 Strategic partnerships with local and international institutions	Establish & strengthen 9 strategic partnerships by signing collaboration agreements with local and international	4. Effective administration and resourcing the Agency to deliver on its mandate	4.1 Institutional operating model in place	100% implementation of organisational re-engineering programme

	established to enhance road safety	institutions to enhance road safety		4.2 HR strategy developed	Full integration of ED as part of the RTIA's operating environment
				4.3 Enterprise Resource Plan developed and implemented	ERP system and infrastructure acquired
				4.4 No of Enterprise Development projects implemented for relevant designated groups.	05 ED projects established and implemented (Mobile AARTO, & exhibitions, back-office support, trace and collect kiosks.)