



ROAD TRAFFIC INFRINGEMENT AGENCY

RTIA – Justice in Adjudication

Strategic Plan

2015 – 2020

*Board of Directors: Ms NE Rapoo (Chairperson); Mr JR Chuwe (Registrar); Mr BS Chaplog;
Adv XN Khanyile; Mr B Matinise; Prof TJ Mokgoro; Ms NZ Qunta;
Adv ML Bilikwana (Company Secretary)*

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Acronyms

AARTO	Administrative Adjudication of Road Traffic Offences
AG	Auditor General
ASGISA	Accelerated and Shared Growth Initiative for South Africa
BBBEE	Broad Based Black Economic Empowerment
CBRTA	Cross Border Road Transport Agency
CPA	Criminal Procedures Act
DLTC	Driving Licence Testing Centre
DoJ & CD	Department of Justice & Constitutional Development
EFT	Electronic Funds Transfer
eNaTIS / NaTIS	National Traffic Information System
EXCO	Executive Committee of the Agency
FAR	Fixed Asset Register
GAAP	Generally Accepted Accounting Practice
IA	Issuing Authority
IT	Information Technology
JIPSA	Joint Initiative on Priority Skills Acquisition
LGSETA	Local Government Sector Education Training Authority
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NCR	National Contravention Register
NDOT/DoT	National Department of Transport
NRTA	National Road Traffic Act
NT	National Treasury
OHS-Act	Occupational Health and Safety Act
PDS	Point Demerit System
PFMA	Public Finance Management Act
PPP	Public Private Partnerships
PrDP	Professional Driving Permit
RAF	Road Accident Fund
RPL	Recognition of Prior Learning
RO/s	Representation Officer/s
RTIA	Road Traffic Infringement Agency
RTMC	Road Traffic Management Corporation
RSA	Republic of South Africa
SABFS	South African Board for Sheriffs
SANRAL	South African Roads Agency Limited
SAPS	South African Police Service

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SAQA	South African Qualification Authority
SLA	Service Level Agreement
SWOT	Strengths, Weaknesses, Opportunities, Threats
TETA	Transport Education Training Authority
TOPC	Traffic Officers Pocket Computer
TOR	Terms of Reference
TRS	Traffic Rehabilitation School/s
VTS	Vehicle Testing Station

Foreword by the Minister of Transport



The development of this strategy document is underpinned by the Medium Term Strategic Framework (MTSF) goals, the National Development Plan targets as well as the Department of Transport's strategic priorities.

The Department of Transport has outlined six strategic outcomes to implement its mandate. RTIA's strategy feeds into the Department's outcomes and in particular, contributing to the attainment of *a safe and secure transport sector*. Furthermore, the policy priority that have guided the development of this strategic plan is the commitment that the country has made towards pro-actively implementing a ground-breaking framework and measures for achieving the targets of the "*Make Roads Safe*" campaign, in line with the "*Decade of Action for Road Safety 2011 - 2020*".

As the Executive Authority I also commit to provide the necessary support and commitment to ensuring its successful implementation.

A handwritten signature in black ink, appearing to read 'ED Peters', written over a horizontal line.

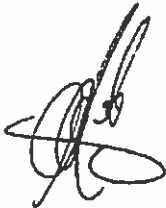
**Minister ED Peters, MP
Minister of Transport
Executive Authority, RTIA**

Message by the Chairperson of the Board

The Board of Directors is satisfied with the process undertaken in the development of this strategic plan and take full responsibility for the strategic priorities outlined herein for the period 2015 to 2020 and have confidence that it lays a solid foundation for ensuring a transport sector that is safe and secure for the country.

The Board of Directors is sufficiently satisfied with the progress made by all stakeholders who took part during the AARTO pilot phase and hence we are in the final stages of preparing for the rollout during the current MTEF period. We fully understand that the achievement of most of the objectives and indicators set out herein will be catalysed by the finalisation of the AARTO Amendment Bill and the customisation of the National Contravention Register for efficient performance.

The Board and I have full confidence that through this plan, the Agency will play a critical role in providing a safe environment and protecting the future of our country and hereby endorse it.



Ms Nomini Rapoo
Chairperson of the Board

Official Sign-off

It is hereby certified that this Strategic Plan:

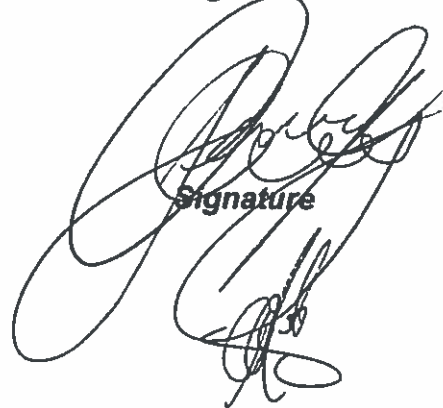
- was developed by the management of the Road Traffic Infringement Agency under the guidance of the Board and the Department of Transport;
- takes into account all the relevant policies, legislation and other mandates for which the Road Traffic Infringement Agency is responsible;
- accurately reflects the strategic outcome oriented goals and objectives which the Road Traffic Infringement Agency will endeavour to achieve over the period 2015 – 2020.

Ms Palesa Moalusi
Chief Financial Officer



Signature

Mr Japh Chuwe
Registrar



Signature

Ms Nomini Rapoo
Chairperson of the Board

Signature

Minister ED Peters, MP
Minister of Transport



Signature

PART A: STRATEGIC OVERVIEW

1. Vision

An informed, compliant and safe road user community.

2. Mission

To encourage compliance with road traffic laws in South Africa through:

- targeted road user and community education and communication programmes;
- promotion of procedurally fair, lawful and reasonable administrative adjudication;
- levying of penalties;
- imposing demerit points, and
- effectively administer and manage the suspension and cancellation of driving licences and operator cards; and
- rewarding compliant offenders.

3. Values

The core values of the RTIA are:

- integrity;
- transparency;
- fairness;
- accessibility, and
- accountability.

4. Legislative and other mandates

The RTIA is a Public Entity established by an Act of Parliament, namely section 3 of the Administrative Adjudication of Road Traffic Offences Act, 1998 (Act No. 46 of 1998) and derives its mandate from this founding legislation. The powers and duties of the Agency are informed by the various legislative sources and policies such as inter alia the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000), the Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) and the Public Finance Management Act, 1999 (Act No. 1 of 1999) derived from the Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996) being the supreme law. Its mandate is directly informed by the constitutional framework, and in particular ensuring that the rights of the general public are protected and that they are made aware of these rights. The main objective of the Agency through the implementation of these legislative requirements is to significantly reduce road fatalities, improve road safety, and increase the payment of penalties and ensuring an improved compliance with road traffic legislation.

4.3. Relevant court ruling

A recent court case that has a direct legal impact on the functioning of the Agency and will influence to a greater degree the way in which the Agency will execute its mandate is in the matter of *Cecil Schickerling vs Pieter Odendaal Kitchens*, a case decided in the Durban High Court. The Court concluded that a summons may be served on a defendant using the inbox of his Facebook account as all other methods of securing his attendance in court had failed. This ruling was brought about by the amendment to the court rules for the High Courts since 27 July 2012. One of these changes being an extension of Chapter 3 of the Electronic Communications and Transactions Act, 2002 (Act No. 25 of 2002), for service of court documents on litigants by email or fax. Notwithstanding that there were exceptional circumstances in the case; the decision influences the manner of service for courtesy letters and enforcement orders. This legislative development has influenced the Agency to embrace technological

developments through the inclusion of various electronic platforms for the service of documents to be effected efficiently in the AARTO environment.

5. Performance environment

From its founding Act, the Agency is envisaged to play a critical role in forging a closer, more effective and efficient link between the enforcement and adjudication processes. It is intended to play the role of an independent adjudicator, overseeing and enforcing the provisions of the AARTO Act in increasing compliance to road traffic laws, as well as inculcating a new habit of voluntary compliance to traffic laws through educational programmes and mechanisms. In this regard, the Agency is mandated to ensure the implementation of objective, transparent and fair administrative processes.

The AARTO process starts with the detection by a traffic officer of an infringement committed by an infringer. Upon allegedly committing an infringement, an authorised officer or a person duly authorised by an issuing authority, must serve or cause to be served on the allegedly identified infringer an infringement notice. During the 2012-2013 financial year a total of 3.84 million infringement notices were captured in the AARTO jurisdictional areas and this figure increased to 6.975 million during the 2013/14 period.

Upon being served either in person or through registered mail an Infringement Notice, the AARTO process allows the alleged infringer to select any one of the following five options to be exercised within a period of 32 days after having received such notice:

- to pay the penalty, reduced by the discount amount contemplated, if paid within the set timeframe of 32 days; or
- elect to pay in instalments; or
- submit a representation; or
- elect to be tried in court; or
- nominate the driver or person in control of the vehicle at the time the alleged infringement was committed, if it was not the owner.

Based on experience during previous years, the elective rates by infringers over the past two financial years can be summarised as follows:

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- only 3.68% notices were paid within 32 days; 2.40% paid within 33 to 64 days; and 4.15% paid after 64 days; resulting in about 86% of all notices remaining unpaid and un-concluded;
- only 0.03% elected to pay in instalments;
- 0.92% submitted representations;
- 1.69% elected to be tried in court; and
- 5.1% nominated drivers.

In view of the above, the Agency continues with the overwhelming task of changing road user attitudes and perceptions in road user behaviour and a major emphasis towards improving the shockingly low compliance rate with the provisions of the AARTO Act. In this regard it is envisaged to introduce, amongst others, the following measures:

- Introduction of the electronic serving of AARTO documents;
- Improving the process for the delivery and collection of Enforcement Orders;
- The blocking of certain NaTIS transactions for unresponsive infringers which will prevent them to register new vehicles or renew their driving and vehicle licences; and
- an increase in the penalty amount.

SWOT ANALYSIS

The strengths, weaknesses, opportunities and threats facing the Agency commencing the current strategic period, are summarised in the table below.

	Positive Strengths	Negative Weaknesses
Internal	<ul style="list-style-type: none"> • Legislative framework developed for uniform procedures • NCR incorporates all information for effective adjudication and law enforcement 	<ul style="list-style-type: none"> • Inappropriate IT technology architecture • Lack of credible statistics for analysis • Disparate IT systems used by authorities with no integration • Insufficient “seed” funding in support of legislative obligations • Insufficient data and information to enable future estimates
	Opportunities	Threats
External	<ul style="list-style-type: none"> • To develop rehabilitation programmes for habitual offenders • To inculcate intrinsic compliance by road 	<ul style="list-style-type: none"> • Lack of systems’ integration may impact on accountability of revenue collection • Lack of effective policing will impact on

	<p>users to traffic laws</p> <ul style="list-style-type: none"> • To expedite adjudication of infringements and alleviate burden on courts • To enhance systems and operations informed by pilots in Tshwane and Johannesburg municipalities • To strengthen risk management strategies and mitigation plans 	<p>enforcement</p> <ul style="list-style-type: none"> • Failure to rehabilitate infringers will contribute to continued lawlessness and increased fatalities and non-compliance • Fraud and corruption within the traffic environment • Inappropriate budget allocation
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PESTEL ANALYSIS

Political	Economic	Social
<ul style="list-style-type: none"> • There is strong political will to achieve goals and commitments • effective political oversight 	<ul style="list-style-type: none"> • Compliance encourages economic prosperity • Reduced fatalities and injuries results in great fiscal savings 	<ul style="list-style-type: none"> • environment guarantees social security • efficient adjudication ensures public support
Technological	Environmental	Legal
<ul style="list-style-type: none"> • IT systems must support efficient implementation • Real time data and credible information supporting decision-making processes must be established 	<ul style="list-style-type: none"> • Informed road user community • Active involvement of all stakeholders and role-players 	<ul style="list-style-type: none"> • legal framework supporting adjudication • comprehensive and just adjudication framework

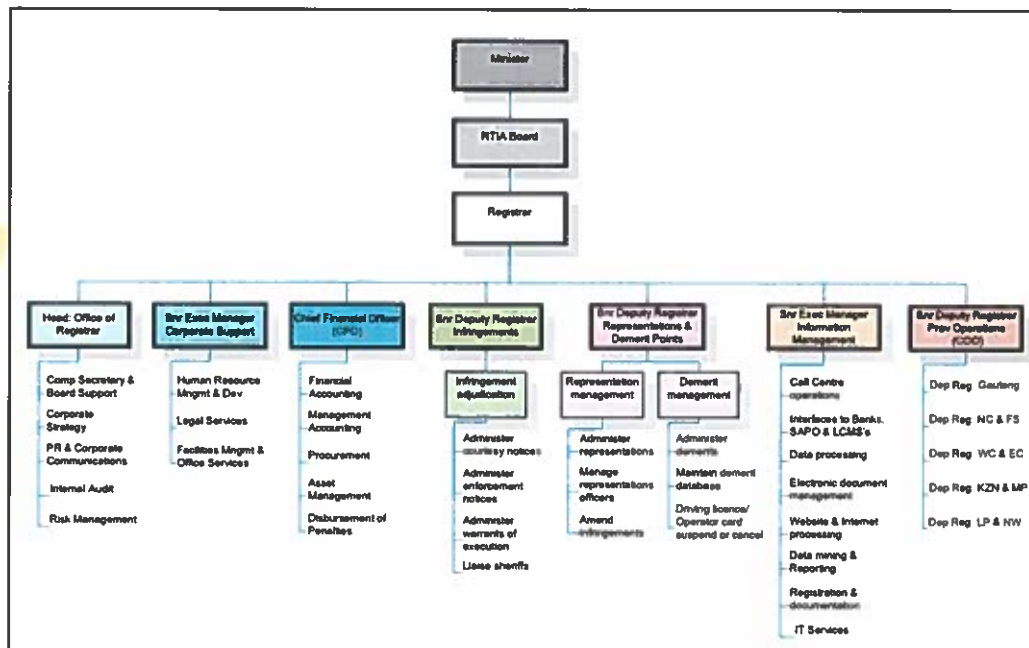
5.2 Organisational environment

The development of this Strategic Plan was informed by the organisational structure of the Agency. The Agency is in its infancy stage in terms of the structure developed, which is geared at directly providing the necessary skills and capacity to support the national implementation of the AARTO. The Agency is overseen and accountable to the Minister of Transport. It has a board comprising of:

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

The Board's responsibilities are to provide strategic leadership and direction to the Registrar and advise the Minister in matters related to legislative amendments to the Act

and other applicable road traffic matters. The Registrar is the accounting officer and exercises the powers given to him in pursuit of his fiduciary duties to ensure the efficient operations of the Agency and the performance of the AARTO functions as provided for in the Act.



5.3 Description of the strategic planning process

The strategic planning process starts with the Agency identifying its objectives as per the AARTO Act, Priorities of the Department, Chapter 4 and 10 of the National Development Plan and also considering the National Treasury Framework for Strategic Plans and Annual Performance Plans. Management held a workshop with the Board of Directors in order to receive guidance on the strategic direction the Agency will be embarking upon in the next Medium Term Strategic Framework period.

This is the first draft developed for submission to the Minister of Transport for consideration where-after inputs and amendments would be incorporated upon further engagements.

6. Strategic objectives:

Strategic objective 1: Enforce compliance by penalising the contravention of road traffic laws

DoT Strategic Outcome: A transport sector that is safe and secure.						
Strategic Objective	Enforce compliance by penalising the 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					
Links	Department of Transport, the National Development Plan (Chapter 10: Health care for all) and Pillar 4 (Safer road users)					
Justification	Reduction of fatalities and increased compliance to road traffic laws in line with the National Development Plan Chapter 10 (Health care for all) objective and Pillar 4 (Safer road users) to increase awareness of road safety risk factors, amongst others and subsequently reduce injury, accidents and violence by 50% from 2010 levels.					
Performance Indicators	Key Performance Indicators	Annual Target 2015/16	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19	Annual Target 2019/20
	1.1 Number of representations adjudicated.	151,000	155,530	160,196	165,002	169,952
	1.2 Number of drivers with demerit points allocated	N/A	1,372,000	1,00,500	2,286,700	2,764,300
	1.3 Number of licences and operator cards suspended	N/A	132,100	163,600	220,000	266,000
	1.4 Number of licences and operator cards cancelled	N/A	65,700	81,500	109,600	132,500
Risk Matrix	Identified Risks	Risk Mitigation				
	RTIA may not serve infringement notices in accordance with the act leading to inability of infringers to renew their vehicle licenses and loss of business opportunities caused by serving enforcement orders and levying demerit points.	External Risk. Consistent application of the AARTO Act and AARTO Regulations in executing the Agency's mandate.				
	Failure to implement PDS leading to noncompliance of the road traffic laws caused by ineffective system operation.	Implementation of well researched TRS Model.				

	increased stakeholder engagement
Inadequate buy in from the public of the PDS leading to resistance when implemented caused by insufficient awareness programmes.	

Included in Annual Performance Plan – annual targets:

Strategic objective	Key Performance Indicator	Audited/Actual performance			Estimated performance	Medium-term targets			
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18	
1. Enforce compliance by penalising the contravention of road traffic laws	1.1 Number of representations adjudicated	34 410	34 869	151 734	125 750	151,000	155,530	160,196	
	1.2 Number of drivers with demerit points allocated	N/A	N/A	N/A	N/A	N/A	1,372,000	1,700,500	
	1.3 Number of licences and operator cards suspended	N/A	N/A	N/A	N/A	N/A	N/A	132,100	163,600
	1.4 Number of licences and operator cards cancelled	N/A	N/A	N/A	N/A	N/A	65,700	81,500	

Strategic objective 2: Enforce payment of penalties

DoT Strategic Outcome: A transport sector that is safe and secure.						
Strategic Objective	Enforce payment of penalties					
Objective Statement	Increased compliance in the payment of penalties					
Baseline	86% of unpaid traffic infringement penalties					
Justification	To ensure safe and secure road transport environment					
Performance Indicators	Key Performance Indicators	Annual Target 2015/16 R m	Annual Target 2016/17 R m	Annual Target 2017/18 R m	Annual Target 2018/19 R m	Annual Target 2019/20 R m
	2.1 Amount of unpaid infringement penalties and fees collected	R 355 m	R 450 m	R 572 m	R 725 m	R 921 m
	2.2 Number of valid courtesy letters served	2,309,580	2,247,159	2,184,737	2,122,316	2,058,647
	2.3 Number of valid enforcement orders served	2,222,190	2,134,800	2,047,411	1,960,021	1,876,525
Risk Matrix	Identified Risks	Risk Mitigation				
	Payment rate of the public not increasing	Focused awareness programmes on AARTO to be presented to the public on a regular basis				
	Fee increases not taking place as a result of unapproved legislative and regulatory amendments.	Follow up with the Department of Transport to ensure the department expedites the approval process for the legislative and regulatory amendments.				
	Cancellation of infringement notices as a result of non-compliance with the AARTO Act.	Proper training and awareness of the AARTO process to issuing authorities and all stakeholders. Full compliance with the AARTO Act upon roll-out. Encouraging compliance with the AARTO Act.				
National AARTO roll-out not taking place		Encourage AARTO National roll-out by the Department in the interests of Road Safety.				

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Included in Annual Performance Plan – annual targets:

Strategic Objective	Key Performance Indicators	Audited/Actual Performance			Estimated Performance 2014/15	Medium-Term Targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
2. Enforce payment of penalties	2.1 Amount of unpaid infringement penalties and fees collected	R 10 m	R 49 m	R 84.7 m	R 270 m	R 355 m	R 450 m	R 572 m
	2.2 Number of valid courtesy letters served	1,039,426	469 466	200 469	500 000	2,309,580	2,247,159	2,184,737
	2.3 Number of valid enforcement orders served	9,826	90 211	46 267	490 000	2,222,190	2,134,800	2,047,411

A Valid Courtesy Letter or Enforcement order is one where service of the infringement notice to the infringer can be proved.

Strategic objective 3: Change the behaviour of road users

DoT Strategic Outcome: A transport sector that is safe and secure.						
Strategic Objective	Change the behaviour of road users					
Objective Statement	To change the non-compliant culture of road users through road safety and rehabilitation programmes					
Baseline	Average 20% compliance rate for traffic violations					
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)					
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.					
Performance Indicators	Key Performance Indicators	Annual Target 2015/16	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19	Annual Target 2019/20
	3.1 Number of public awareness and education campaigns conducted in support of the United Nations' Decade of Action for Road Safety and the National	9 provincial outreach meetings on AARTO & road safety conducted 24 AARTO Print Media awareness programmes 48 AARTO and Road Safety Community Radio messages	9 provincial outreach meetings on AARTO & road safety conducted 24 AARTO Print Media awareness programmes 48 AARTO and Road Safety Community Radio messages	9 provincial outreach meetings on AARTO & road safety conducted 24 AARTO Print Media awareness programmes 48 AARTO and Road Safety Community Radio messages	9 provincial outreach meetings on AARTO & road safety conducted 24 AARTO Print Media awareness programmes 48 AARTO and Road Safety Community Radio messages	9 provincial outreach meetings on AARTO & road safety conducted 24 AARTO Print Media awareness programmes 48 AARTO and Road Safety Community Radio messages

	Development Plan	144 AARTO Electronic Billboard Adverts	144 AARTO Electronic Billboard Adverts	144 AARTO Electronic Billboard Adverts	144 AARTO Electronic Billboard Adverts	144 AARTO Electronic Billboard Adverts
	3.2 Rehabilitation programmes established	Accredit and establish 5 pilot Traffic Rehabilitation Schools	National rollout of Traffic rehabilitation programmes	Implement and evaluate the effectiveness of Traffic Rehabilitation programmes	Implement and monitor the effectiveness of Traffic Rehabilitation programmes	Evaluate the effectiveness of Traffic Rehabilitation programmes
	3.3 Interfaith movement prayer day campaigns	Signature petition for Declaration of a National Prayer Day for Road Safety submitted	National Prayer Day for Road Safety conducted	National Prayer Day for Road Safety conducted	National Prayer Day for Road Safety conducted	National Prayer Day for Road Safety conducted
	3.4 Empowerment of vulnerable road user groups for road safety	Total 8 schools/communities for sustainable road safety projects empowerment	Total 18 schools/communities for sustainable road safety projects empowerment	Total 27 schools/communities for sustainable road safety projects empowerment	Total 36 schools/communities for sustainable road safety projects empowerment	Total 54 schools/communities for sustainable road safety projects empowerment
	Identified Risks					
Risk Matrix	Mobilisation of lobby groups against the implementation of AARTO leading to reputational and image damage of the RTIA due to ineffective communication campaigns and insufficient resources.	Develop and implement a stakeholder management strategy/ model.				
	Resistance to AARTO and PDS implementation leading to failure to rollout AARTO nationally due to perceived system failure, poor consultation and corruption in the AARTO process.	Develop and implement a stakeholder management strategy/ model.				

Included in Annual Performance Plan – annual targets:

Strategic objective	Key Performance Indicators	Audited/Actual performance				Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14	2014/15		2015/16	2016/17	2017/18
3. Change the behaviour of road users	3.1 Number of public awareness and education campaigns conducted in support of the United Nations' Decade of Action for Road Safety and the National Development Plan	Draft communication strategy developed	Draft communication strategy approved	Reviewed communication strategy	22 public awareness and education campaigns conducted	9 provincial outreach meetings on AARTO & road safety conducted	9 provincial outreach meetings on AARTO & road safety conducted	9 provincial outreach meetings on AARTO & road safety conducted	
						24 AARTO Print Media awareness programmes	24 AARTO Print Media awareness programmes	24 AARTO Print Media awareness programmes	
						48 AARTO and Road Safety Community Radio messages	48 AARTO and Road Safety Community Radio messages	48 AARTO and Road Safety Community Radio messages	
						144 AARTO Electronic Billboard Adverts	144 AARTO Electronic Billboard Adverts	144 AARTO Electronic Billboard Adverts	
	3.2 Rehabilitation programmes established	N/A	N/A	Desk study report completed	Finalise Traffic Rehabilitation Schools model	Accredit and establish 5 pilot Traffic Rehabilitation Schools	National rollout of Traffic rehabilitation programmes	Implement and evaluate the effectiveness of Traffic Rehabilitation programmes	

Strategic objective 4: Administration and resourcing of the Agency

DoT Strategic Outcome: A transport sector that is safe and secure.						
Strategic Objective	Administration and resourcing of the Agency					
Objective Statement	Alignment of resources to ensure efficiency and deliverables of AARTO mandate					
Baseline	64 Staff members currently employed by the Agency					
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.					
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.					
Performance Indicators	Key Performance Indicators	Annual Target 2015/16	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19	Annual Target 2019/20
	4.1 Number of appointed staff in organisation	175	202	250	275	300
	4.2 Number of interns recruited	90	120	150	180	210
	4.3 business tools and support systems acquired	Information technology systems and infrastructure acquired	Information technology systems and infrastructure acquired	Enhancement of support systems and infrastructure	Enhancement of support systems and infrastructure	Enhancement of support systems and infrastructure
	4.4 Number of youth & women owned enterprises in development support programme	90 enterprises piloted	1160 enterprises supported	1210 enterprises supported	1250 enterprises supported	1300 enterprises supported
Risk Matrix	Identified Risks	Risk Mitigation				
	Inability to attract the required skill leading	Implementation of retention strategy				

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	to non-implementation of the mandate and strategic plan caused by insufficient funding.	
	RTIA service providers may not perform the terms of their contract leading to reputational damage for the agency caused by outsourcing of services.	Implement tight Service Level Agreements with all service providers

Included in Annual Performance Plan – annual targets:

Strategic objective	Key Performance Indicators	Audited/Actual performance			Estimated performance 2014/15	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
4.	4.1 Number of appointed staff in organisation	22	38	64	104	175	202	250
	4.2 Number of interns recruited	N/A	N/A	N/A	N/A	90 interns recruited	120 interns recruited	150 interns recruited
	4.3 business tools and support systems acquired	N/A	N/A	N/A	IT systems acquired	Information technology systems and infrastructure acquired	Information technology systems and infrastructure acquired	Enhancement of support systems and infrastructure

	4.4 Number of youth and women owned enterprises in development support programme	N/A	N/A	N/A	Develop a concept document for the programme	90 enterprises piloted	1160 enterprises supported	1210 enterprises supported
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Strategic objective 5: Increase access to AARTO information

DoT Strategic Outcome: A transport sector that is safe and secure.						
Strategic Objective	Increase access to AARTO information					
Objective Statement	Improve accountability and develop an information-driven planning culture by generating, packaging and disseminating road safety information to stakeholders using world-class data analysis software.					
Baseline	No (institutionalised) information generating and disseminating system in place.					
Links	Pillar 1 (Road safety management) of the Global Plan for the Decade of Action for Road Safety 2011-2020.					
Justification	Improve accountability and organizational repositioning, ability to learn from objectively verified experiences and make informed decisions. In line with: (a) The United Nations General Assembly resolution A/Res/64/255 of 10 May 2010, encouraging WHO and UN regional commissions to coordinate regular monitoring, within the framework of the United Nations Road Safety Collaboration, of global progress towards meeting the targets identified in the plan of action and to develop global status reports on road safety and other appropriate monitoring tools and (b) Pillar 1 (Road safety management) of the Global Plan for the Decade of Action for Road Safety 2011-2020 to monitor progress towards achievement of the RTIA's strategic objectives through monitoring of indicators, tracking milestones linked to the strategic objectives and conducting amongst others mid-term and end-term evaluation of the strategic objectives and disseminating findings to stakeholders.					
Performance Indicators	Key Performance Indicators	Annual Target 2015/16	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19	Annual Target 2019/20

	5.1 Monitoring and evaluation system established and institutionalised	3 reports produced: 1. AARTO Monitoring and Evaluation report 2. International benchmarking report 3. Report on public attitudes on AARTO	4 data analysis monitoring reports completed	4 data analysis monitoring reports completed	4 data analysis monitoring reports completed	4 data analysis monitoring reports completed
	5.2 AARTO Call Centre in place	A Call center system installed and operational A resource centre with online service capabilities	Review, Assess and Evaluate call centre Monitor resource centre	Monitor call center Review & enhance resource centre	Manage & enhance call center operations Upgrade resource centre	Manage & enhance call center Monitor resource centre
Risk Matrix	Identified Risks				Risk Mitigation	
	Stakeholders not implementing recommendations	Advocacy programmes to make stakeholders see the value of monitoring and evaluation and the need to implement recommendations				

Strategic objective	Key Performance Indicators	Audited/Actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
5.	5.1 Monitoring and evaluation system established and institutionalised	N/A	N/A	N/A	AARTO Monitoring and Evaluation Framework and data collection tools completed	3 reports produced: AARTO Monitoring and Evaluation Framework International benchmarking report Report on public attitudes on AARTO	4 data analysis monitoring reports completed	4 data analysis monitoring reports completed
	5.2 AARTO Call Centre in place					A Call center system installed and operational A resource centre with online service capabilities	Review, Assess and Evaluate call centre Monitor resource centre	Monitor call centre Review & enhance resource centre

Included in Annual Performance Plan – annual targets:

Strategic objective 6: Establish & strengthen strategic partnerships for road safety

DoT Strategic Outcome: A transport sector that is safe and secure.						
Strategic Objective	Establish & strengthen strategic partnerships for road safety					
Objective Statement	No (institutionalised) collaborative agreements/ culture with other institutions within the road safety fraternity both locally and internationally					
Baseline	With resolution A/RES/64/255 of 10 May 2010, the UN General Assembly proclaimed the period 2011-2020 as the Decade of Action for Road Safety, with a goal to stabilize and then reduce the forecast level of road traffic fatalities around the world by increasing road safety related activities. Amongst others, partners around the world host policy discussions and by so doing create a platform for people affected by road crashes opportunities to share their stories widely.					
Links	Develop a culture of unity and collaboration amongst stakeholders in the fight against the carnage on our roads thus developing a complementary spirit contrary to the arguably prevailing sense of competition.					
Justification	Improve the pooling of resources, including both financial and human resources to address road safety challenges in the country					
Performance indicators	Key Performance Indicators	Annual Target 2015/16	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19	Annual Target 2019/20
	6.1 Strategic partnerships with local and international institutions established to enhance road safety	Establish & strengthen 9 strategic partnerships by signing collaboration agreements with local and international institutions to enhance road safety	Manage 9 strategic partnerships agreements	Manage strategic partnerships agreements	Manage strategic partnerships agreements	Manage strategic partnerships agreements
Risk Matrix	Identified Risks	Areas for collaboration not implemented due to lack of commitment and poor project management				Risk Mitigation
		Establishment of Project Steering Committee reporting to an Executive Committee consisting of Chief Executive Officers of participating institutions				

RTIA Strategic Plan: 2015 – 2020

Included in Annual Performance Plan – annual targets:

Strategic objective	Strategic Plan target	Audited/Actual performance			Estimated performance	Medium-term targets		
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18
1.	6.1 Strategic partnerships with local and international institutions established to enhance road safety			Development and promotion of partnership model	7 strategic partnerships established	Establish & strengthen 9 strategic partnerships by signing collaboration agreements with local and international institutions to enhance road safety	Manage 9 strategic partnerships agreements	Manage 11 strategic partnerships agreements

Strategic objective 7: Finalize preparations for AARTO rollout

DoT Strategic Outcome: A transport sector that is safe and secure.						
Strategic Objective	Finalize preparation for AARTO rollout					
Objective Statement	To rollout the AARTO throughout the country for uniform standards of implementation					
Baseline	High fatality rates on the roads and non-compliance to road traffic laws.					
Links	To ensure safe and secure road transport environment					
Justification	Reduction of fatalities and increased compliance to road traffic laws.					
Performance Indicators	Key Performance Indicators	Annual Target 2015/16	Annual Target 2016/17	Annual Target 2017/18	Annual Target 2018/19	Annual Target 2019/20
	AARTO implemented by all issuing authorities	Final report on readiness for AARTO rollout	AARTO rolled out to all issuing authorities	Monitor compliance with the AARTO Act	Monitor compliance with the AARTO Act	Monitor compliance with the AARTO Act
Risk Matrix	Identified Risks	Risk Mitigation				
	Issuing authorities not implementing AARTO operational requirements					

Strategic objective 7	Finalize preparations for AARTO rollout
Objective statement	To rollout the AARTO throughout the country for uniform standards of implementation
Baseline	High fatality rates on the roads and non-compliance to road traffic laws.
Justification	Reduction of fatalities and increased compliance to road traffic laws.
Links	To ensure safe and secure road transport environment

Strategic objective	Strategic Plan target	Audited/Actual performance			Estimated performance	Medium-term targets			
		2011/12	2012/13	2013/14		2015/16	2016/17	2017/18	
7	Rollout the AARTO across the country	N/A	N/A	N/A	2014/15	N/A	Final report on readiness for AARTO rollout	Rollout the AARTO to all issuing authorities across the country	Monitor compliance with the AARTO Act

PART B: STRATEGIC OBJECTIVES

7.1 Programmes

7.1.1 *Enforce compliance by penalising the contravention of road traffic laws*

RTIA mandate centres around three of the four pillars (Engineering, Education, Enforcement and Evaluation) of road safety, namely Education, Enforcement and Evaluation. Adjudication of representations application, serving of courtesy letters and enforcement orders, as well as the allocation of demerit points against drivers' licences of infringers form part of the Enforcement pillar, whereas the establishment of rehabilitation schools fall under the Education pillar.

Rehabilitation schools are established to provide opportunities for habitual infringers to be assisted to correct their unacceptable behaviour. However, there are instances where an infringer may have justifiable grounds not to have received an infringement notice, hence the provision for infringers to apply for representations. In cases where infringers do not pay their infringement penalties within the first 32 days, it is as prescribed by the AARTO Act, required of the RTIA to enforce the law through the service of courtesy letters and enforcement orders.

7.1.2 *Enforce payment of penalties*

In order to deter road users, particularly drivers, from committing infringements on public roads, AARTO Regulations prescribe penalties for different infringements. However, the current payment rate of these infringement penalties is very low (below 20%). As a mechanism to ensure that infringers feel the impact of their infringements on their finances, RTIA is implementing targeted interventions to improve payment rates. Amongst others, these include the use of debt collectors.

7.1.2.1 Appointment of debt collecting agencies

The Agency intends to appoint debt collecting agencies to pursue individual infringers. The benefit of appointing these agencies is their knowledge and expertise in this field. These agencies also have the resources to deal with infringers all over the country. The intention is to appoint as many as possible to assist when AARTO will be rolled-out nationally.

7.1.2.2 Increase payment platforms

To maximise collection and to encourage payment, the RTIA will avail alternative payment platforms that are easily accessible to the general public. Key is that infringers must have access to as many payment points as possible where they can pay their infringements with ease and convenience.

- Assumptions: National Roll-out of AARTO, full compliance with the AARTO Act (e.g. serving of Courtesy letters and Enforcement orders), aggressive awareness campaigns, strategic partnerships with key stakeholders, implementation of Demerit points, training and education. Approval of legislative amendments and the accompanying regulations amendments for the increase of fees and penalties of fines issued.

7.1.2.3 In-house debts collection

The RTIA has appointed personnel in-house specifically to collect infringements from corporate infringers. The Debt Collection Unit will be capacitated as and when AARTO is rolling out nationally. Specialist debtor clerks and data analysts will be appointed to deal with collection and disbursement of collected infringement fees.

7.1.3 Change the behaviour of road users

In order to ensure fairness in the way AARTO is implemented, there is a need to educate the public on road safety and the AARTO processes, which falls under the

Education pillar of road safety. In so doing, RTIA will be empowering the South African citizens to be responsible road users. It is against this background that the RTIA is implementing marketing and educational programmes to ensure that road users are aware of their rights and responsibilities as they use public roads. Furthermore, these serve as public awareness programmes to educate the public of the implications of any risky driver behaviour as well as the available avenues should they feel an infringement notice was unfairly issued to them.

Partnerships are central to the success of any marketing and educational programmes. One of the benefits that flow from partnerships is financial resources that corporate partners could contribute as part of their corporate social responsibility. In the case of the Department of Transport and sister agencies, joint marketing and educational programmes will be explored. These could free some financial resources for use in other competing priorities of the Agency.

7.1.4 Administration and Resourcing of the Agency

One of the key objectives of the National Development Plan is providing opportunities for young people and correct inequalities inherited from the apartheid regime. The National Development Plan also advocates for the building of a capable and developmental state. In order to contribute towards building a capable state, it is crucial for the RTIA to fill all vacant but critical positions. It is in this spirit that the RTIA will be filling critical positions ensuring that the recruitment drive is in line with the National Development Plan.

The resource plan will, by and large, be influenced by the roll out plan and critical dates. The need for more staff as well as the related infrastructure including the regional offices would require increased budgetary resources. A very robust and responsive information technology platform would be required to interface the regions with head office as well as the Issuing Authorities country wide.

7.1.5 Increase access to AARTO information

In line with the Constitution of the Republic of South Africa Act, 1996 (Act No. 108 of 1996); Administrative Adjudication of Road Traffic Offences Act, 1998 (Act No. 46 of 1998); Policy Framework for the Government-wide Monitoring and Evaluation System; as well as the Global Plan for the Decade of Action for Road Safety 2011-2020, the RTIA is in the process of institutionalising the generation, packaging and dissemination of road safety information through research, monitoring and evaluation as well as ensuring that information generated is disseminated to stakeholders through such platforms as a resource centre and call centre, amongst others. Research focus will be informed by annual research priorities identified to inform innovation. Monitoring and evaluation help improve performance and achievement of results. The main objectives of results-oriented monitoring and evaluation are to:

- Enhance organisational learning;
- Ensure informed decision-making; and
- Support substantive accountability and institutional repositioning.

Partnering closely with key stakeholders throughout this process will promote shared knowledge creation and learning, helps transfer skills, and develops the capacity of RTIA for planning, monitoring and evaluation. These stakeholders will also provide valuable feedback that can be used to improve performance and learning.

Reporting is an integral part of monitoring and evaluation. Reporting is the systematic and timely provision of essential information such as the number of infringements served, applications to be tried in court, representations (disaggregated into successful and unsuccessful representations), and awareness and education campaigns; amongst others. The variables that the reporting will focus on are detailed in the AARTO Monitoring and Evaluation Framework. The reporting needs to be done at periodic intervals. For each Financial Year, four monitoring reports will be prepared. The baseline evaluation conducted during the 2014/15 Financial Year is intended to

determine the level of compliance prior to AARTO national rollout. This baseline evaluation is the yardstick on which change will be measured as AARTO gets implemented during subsequent years. The purpose of formative evaluation is two-fold:

- It identifies strengths and weaknesses in strategies being used to implement AARTO and recommend remediation where required; and
- It enables implementers to review their strategies to ensure the achievement of the objectives of AARTO.

The Mid-term evaluations start checking the impact that the AARTO intervention is making on road user behaviour. Just like formative evaluation, it also identifies strengths and weaknesses and recommends improvements.

Finally, the Impact study would determine the impact of the AARTO intervention over the medium term and establish causal links between different variables. It also measures the magnitude and significance of the change.

7.1.6 Establish & strengthen strategic partnerships with local and international institutions to enhance road safety

The overall goal of the Decade of Action for Road Safety is to stabilize and then reduce the forecast level of road traffic fatalities around the world by 2020. This will amongst others be attained through:

- strengthening the management infrastructure and capacity for technical implementation of road safety activities at the national, regional and global levels;
- building capacities at national, regional and international level to address road safety.

The UN Decade of Action for Road Safety Action Plan further indicates that in order to guide nations in the attainment of realistic but achievable targets around the world, overarching international coordination is required. Formalized coordination will also provide a mechanism to facilitate the sharing of experiences by Member States towards achieving their national targets. Provision of guidance to countries on strengthening road safety management systems and implementing road safety good practices and trauma care is key.

It is against this background that South Africa needs to establish formal relationships with countries that have proven to be pockets of excellence for purposes of peer support, capacity building and skills transfer. However, before establishing any relationship with the global community, South Africa needs to first form a united front in the fight against the road safety challenge, hence the need to also enter into collaboration agreements with local stakeholders as well.

7.2 Resource Plan


7.2.1 Budget estimates over the Medium Term


Budget Estimates over the Medium Term in order to carry out the proposed strategy.

Objective	2015/16	2016/17	2017/18	2018/19	2019/20
	R'm	R'm	R'm	R'm	R'm
1. Enforce compliance by penalising the contravention of road traffic laws	29	38	40	42	44
2. Encourage payment of penalties	62	43	48	50	53
3. Public awareness and education revised: Change the behaviour of road users	15	17	18	19	20
4. Administration	69	77	84	89	93
5. Increase access to AARTO information management processes	8	9	9	10	11
6. Establish strategic partnership with local and international road safety institution	2	2	2	2	2
7. Rollout of the Aarto across the country		2	2	2	2
Total expense	186	187	203	213	223

*Assuming selective postage of Courtesy Letters and Enforcement orders.

RTIA Strategic Plan: 2015 – 2020

Road Traffic Infringement Agency						
Financial Performance Data						
R' m						
	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	
Infringements & penalties revenue	178	177	186	194	205	
MTEF	16	17	18	19	19	
Revised MTEF	-5	-7				
Other Income	-	-	-	-	-	
Retained Income	-	-	-	-	-	
Total Revenue	189	187	204	213	224	
Expenses	189	187	215	213	224	
Compensation of employees (salaries)	77	102	108	113	113	
Other Operating Expenses	112	85	108	100	111	
Surplus / [Deficit]	-	-	-	-	-	

Road Traffic Infringement Agency						
Financial Position Data						
R' m						
	2015/2016	2016/2017	2017/18	2018/19	2019/20	
ASSETS						
Non-Current Assets	16	19	21	24	28	
Carrying value of assets	16	19	21	24	28	
Current Assets	53	54	56	58	59	
TOTAL ASSETS	69	73	77	82	87	
EQUITY & LIABILITIES						
Total Equity and Liabilities	69	73	77	82	87	
TOTAL EQUITY & LIABILITIES	69	73	77	82	87	
Check						

RTIA Strategic Plan: 2015 – 2020

Cash Flow Statement	2015/16	2016/17	2017/18	2018/19	2019/20
	R'm	R'm	R'm	R'm	R'm
Cash flow from operating activities					
Receipts					
Infringement Receipts	174	177	185	196	205
Grant received	12	10	18	18	18
Donor funding	0	0	0	0	0
Other income	0	0	0	0	0
Receipts from customers and grants	186	187	203	213	223
Interest received	0	0	0	0	0
Total Receipts	186	187	203	213	223
Payments					
Employee costs	76	102	107	112	118
Suppliers and movements in current debtors/creditors	94	66	75	77	76
Payments to suppliers and employees	170	168	182	189	194
Interest paid	0	0	0	0	0
Total Payments	170	168	182	189	194
Net cash inflow from operating activities	16	19	21	24	29
Cash flow from investing activities					
Acquisition of property, plant and equipment	14	16	18	21	24
Acquisition of intangible assets	2	3	3	3	4
Net cash outflow from investing activities	16	19	21	24	28
Net increase in cash and cash equivalents	0	0	-0	0	1
Cash and cash equivalents at the beginning of the period	0	0	0	0	0
Cash and cash equivalents at end of the period	0	0	0	0	0

**RTIA cannot budget for a surplus or a shortfall. Any surplus funds are at risk of repatriation to National Treasury.*

The planned budget of the Agency is based on the need to provide adequate resources to ensure the effective operations of the Agency. The Agency needs the relevant skills and infrastructure in order to ensure compliance with the requirements of the PFMA, Treasury Regulations, Supply Chain Management Policies and the AARTO Act.

The Agency has gradually increased its capacitation, having started with a total of 10 staff members from the first year, increasing it to a total compliment of 38 staff during the 2012/13 period and ultimately peaking to about 202 during the 2018/19 period. During this period, the Agency will also embark on the establishment of regional offices and service delivery points, in order to ensure that road users can access the Agency's services, where they are situated. Once national rollout has been embarked upon, it is expected that the number of infringement notices issued will increase dramatically over for the following few years. These notices are expected to generate a higher representation volume, from which the required number of representation officers will be

appointed to ensure compliance of adjudicating representations within the prescribed timeframes.

The Agency recognises the need to acquire information technology systems to integrate with the NCR and to monitor its financial and operational performance. With the increase in outstanding infringement penalties, the related infrastructure support systems will be acquired and implemented for efficient operations.

7.2.2 Value creation through Human Capital Capacitation

The National Development Plan advocates for the building of a capable state. It is only through recruiting personnel with a conscious consideration of equity issues and skills development that a capable state could be built. In pursuit of these goals, the RTIA has identified a number of strategies. Amongst others:

- Firstly, in order to ensure that there are adequate personnel, the RTIA needs to fill critical vacant positions in line with the organisational structure as a matter of urgency. The cautious staggering of the filling of vacancies is proposed to prevent a situation where the Agency will find itself with idle capacity due to appointments done not in proportion to work volumes. This could also result in unnecessary overheads due to labour costs associated with these contractual obligations.
- Secondly, there is also a need for skilled personnel to ensure a successful national rollout. In order to achieve this, the RTIA needs to take advantage of impending collaborations with Monash University and the Centre for Scientific and Industrial Research (CSIR). RTIA could improve its capacity from these collaborations in the following manner:
 - (a) Collaboration with Monash University

The main campus of Monash University is located in Melbourne, Victoria State; which is one of the Australian states that arguably successfully implemented the Point Demerit System. Therefore, through the impending collaboration, the University could help identify institutions similar to the RTIA in Australia for peer support and skills transfer. This could take the form of exchange programmes where RTIA staff members swap with officials from similar institutions in Australia for a period of at least a month. The Australian officials based at RTIA could mentor officials that remain in South Africa while the RTIA officials that go to Australia shadow officials doing functions similar to theirs. In order to promote multi-skilling of RTIA officials, the exchange programme could be such that while in Australia, officials could rotate from one function to another so that by the time they come back to South Africa; they know every function associated with the Point Demerit System. Of course a model that encourages specialisation could also be an option.

In terms of management skills development, one of the areas for collaboration that could be included in the Collaboration Agreement could be management programmes that entail both centre-based theoretical training and structured practical experience that also includes mentoring by managers occupying similar positions in similar Australian institutions. The programme could be structured such that the theoretical management development component is attended in South Africa and on completion of same, officials could also under similar exchange arrangements as explained in the previous paragraph be placed at an institution in Australia under a dedicated mentor.

The Agency defines human capacitation from both the internal and external perspective. In the first instance the Agency plans to attract people with special talents and qualifications into the organisation, develop and retain them to benefit the broader needs of the road traffic environment. Externally it plans to attract young people, particularly women in all the municipalities, train them in the different areas of our value chain and use them as ambassadors and entrepreneurs to entrench and scale up our programmes in those areas.

To this end we plan to implement the following knowledge development programmes during the currency of this plan:

- **internship programmes:** on this front we plan to target College, University and graduates in the area of road traffic management and place them in structured workplace training programmes to enhance their knowledge in traffic rehabilitation programmes.

One of the pillars of the National Development Plan is job creation. As mentioned in the foregoing paragraphs, that herein we will target primarily unemployed young women and develop them as trainers in our education and awareness programmes. To this end we will expect such training programmes to provide awareness and improve the road user knowledge practices in the country. As mentioned earlier that an average of 38 road related deaths in a small country like ours is not sustainable at all and poses an insurmountable actuarial risk for the country. The education and awareness will target both the drivers and pedestrians ranging from pre-school children to road users at pensionable levels. We plan to train people in each municipality of this country as trainers in the envisaged SETA accredited programmes and this will translate into creation of entrepreneurial opportunities as well as further downstream job opportunities

7.2.3 RTIA proposed initiatives

The Agency, as a result of stakeholder engagements, aims to propose changes to the point demerit regime. The resultant changes will ensure that the demerits are allocated to only transgressions that may result in injuries and fatalities, however, will not exclude any act and/or omission resembling elements of criminality. Transversely, to discourage the broken window syndrome, whereby non-demerit bearing transgressions must continue to be equally discouraged, and such transgressions' penalties may need to be higher.

As a result of the inadequate funding experienced by the Agency during the previous financial years, one of the proposed initiatives in respect of the establishment of Traffic

Rehabilitation Schools and Infringements Appeals Tribunal were deferred. A desk top research was however done to determine the fundamentals to be considered in their establishment. The founding provision in the legislation has been proposed to the Parliament. The establishment and operations of Traffic Rehabilitation Schools and Infringements Appeals Tribunal will become a reality during the 2016 – 2019 Medium Term Expenditure Framework Period. These developments would be a catalyst in the drive towards changing road user's behaviour. In this regard, the Agency would assume a regulatory role of ensuring that Traffic Rehabilitation Schools aptly contribute to transforming the behaviour of road users.

Furthermore, in order to improve the level of compliance by businesses and business owners, the RTIA is of the view that the Infringement Clearance Certificate should be a requisite document before enterprises and business could do any business with government; just like it is the case with the Tax Clearance Certificate requirement.

The entity has furthermore considered that in the long term, when compliance with laws has drastically improved, the financial sustainability of the Agency will be under a tremendous pressure. It would therefore be prudent to consider alternative funding streams such as an infringement levy fee of R100.00 to be included in every infringement notice issued.

Pursuant to the commitment to improve the governance profile as well as upholding the principle of accountability, the Agency is destined to adopt a distinct monitoring and evaluation framework aligned to the objectives of the National Development Plan as well as the pillars of the *United Nations Decade of Action for Road Safety*.

7.2.4 Projected Human Capital Capacity

Agency success lies upon staff capacitation which is dependent on the availability of funding. To that effect it is prudent that caution is exercised in filling vacancies. During the 2013/14 MTEF period the Agency anticipates to have a staff compliment of 202 and increase it on phase-in approach, which will have an impact on the following:

- double demand of human capital owing to AARTO roll-out country wide;
- tremendous need for call centres and call centre agents to deal with all queries related to infringements;
- rehabilitation schools that will require staff to deal with rehabilitating habitual offenders;
- human capacity to deal with allocation and calculation of demerit points and revoking drivers' licenses; and
- data analysts, IT specialists, debtors' clerks, representation officers, administrators, Psychologists, physiotherapists and other support staff will be recruited amongst others.

The number will probably double when rolling out AARTO to all the provinces across the country. The rationale is the fact that when rolling-out AARTO nationally and across the provinces, regional offices will be established which will require human capital and call centres. There will be a tremendous need for call centre agents to deal with customer queries relating to their infringements. Rehabilitation schools will require staff to deal with rehabilitating habitual offenders. Additional staff to deal with allocation and calculation of Demerit points and revoking drivers' licences will also be appointed.

7.3 Strategic Risk Management

In view of the strategic objectives that the agency has developed, there are however the strategic risk identified that might hinder achievement of those objectives. Below we outline the strategic risks and mitigating strategies:

7.3.1 Enforce compliance by penalising the contravention of road traffic laws

- RTIA may not serve infringement notices in accordance with the act leading to inability of infringers to renew their vehicle licenses and loss of business opportunities caused by serving enforcement orders and levying demerit points.

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- Trafficking of demerit points by infringers leading to no increased road fatality caused by noncompliance to road traffic laws.
- Inadequate buy in from the public of the PDS leading to resistance when implemented caused by insufficient awareness programs.
- Failure to implement PDS leading to noncompliance of the road traffic laws caused by ineffective system operation.
- Cancellation of infringers drivers licences leading to loss of income for infringers caused by infringers demerit points having reached the threshold.

Mitigation Strategies

- External Risk. Consistent application of the AARTO Act and AARTO Regulations in executing the Agency's mandate.
- Implementation of well researched Traffic Rehabilitation Schools Model.
- Increased stakeholder engagement.

7.3.2 Enforce payment of penalties

- Payment rate of the public not increasing.
- Fee increases not taking place as a result of unapproved legislative and regulatory amendments.
- Cancellation of Infringement notices as a result of non-compliance with the AARTO Act.
- National AARTO roll-out not taking place.

Mitigation Strategies

- Focused awareness programmes on AARTO to be presented to the public on a regular basis.
- Follow up with the Department of Transport to ensure the department expedites the approval process for the legislative and regulatory amendments.
- Proper training and awareness of the AARTO process to Issuing authorities and all stakeholders.
- Full compliance with the AARTO Act upon roll-out.
- Encouraging compliance with the AARTO Act.
- Encourage AARTO National roll-out by the Department and Cabinet in the interest of Road Safety.

7.3.3 Change the behaviour of road users

- Mobilisation of lobby groups against the implementation of AARTO leading to reputational and image damage of the RTIA due to ineffective communication campaigns and insufficient resources.
- Resistance to AARTO and PDS implementation leading to failure to rollout AARTO nationally due to perceived system failure, poor consultation and corruption in the AARTO process.
- Non behavioural change by infringers leading to increased road fatalities caused by lack of understanding and knowledge of the AARTO system.
- Incorrect infringement details on NCR leading to infringements delivered to the wrong address caused by infringers not updating their addresses on the eNatis.

Mitigation Strategies

- Develop stakeholder management strategy/ model.
- Develop stakeholder management strategy/ model.

7.3.4 Increase access to AARTO information management processes

- Inability of the public to access the NCR leading to interrupted service due to poor IT infrastructure
- Data corruption leading to unreliable data caused by hacking, human error and corruption.
- Loss of data leading to failure in implementing AARTO caused by no backup system.

Mitigation Strategies

- Acquisition of bigger bandwidth (data line).
- High performing servers and storage capabilities.
- Develop and implement credible systems.

7.3.5 Administration and resourcing of the Agency

- Inability to attract the required skills leading to non-implementation of the mandate and strategic plan caused by insufficient funding.
- The RTIA service providers may not perform the terms of their contract leading to reputational damage for the agency caused by outsourcing of services.

Mitigation Strategies

- Implementation of retention strategy.
- Implement tight Service Level Agreements with all service providers.

7.3.6 Develop a monitoring and evaluation system

- Resistance from Stakeholders to implement recommendations emanating from the monitoring and evaluation report.

Mitigation Strategy

- Develop advocacy programmes to encourage stakeholders realise the value of monitoring and evaluation and to implement recommendations.

ANNEXURES-

Annexure A: Technical indicator descriptions for strategic objectives

Indicator title & Number	No. 1: Contribution towards government's social & economic transformation agenda
Short definition	Contribute towards government's social & economic transformation agenda through increased spending on Broad-Based Black Economic Empowerment suppliers and small – medium enterprises & to exceed the Employment Equity targets
Purpose/importance	To measure the RTIA's contribution towards B-BBEE through its procurement practices & contribution to EE through targeted human resource practices
Source/collection of data	Procurement policies, B-BBEE spend and HR practises
Method of calculation	Value of procurement spend and percentage B-BBEE in relation to total budget Number of previously disadvantaged personnel employed and percentage thereof to total staff
Data limitations	None
Type of indicator	Outcome
Calculation type	Quantitative
Reporting cycle	Annual
New indicator	Yes
Desired performance	At least 80% spend on B-BBEE for all procurements below R500 000.00 by 2015/16 financial year
Indicator responsibility	Chief Human Capital Officer

Technical indicator descriptions for strategic objectives

Indicator title & Number	No. 2: Encourage payment of penalties
Short definition	Engage with key stakeholders and the public to encourage voluntary payment of fines and penalties in pursuit of responsible road usage.
Purpose/importance	To facilitate the RTIA in funding its objectives and to track the level of compliance to traffic laws by increasing the collection of outstanding penalties owed by infringers.
Source/collection of data	Value and number of outstanding infringement penalty revenue captured on the National Contraventions register
Method of calculation	<p>The value of outstanding infringement penalties throughout the AARTO value chain is calculated according to the various timeframes of collections, to determine the revenue due to different authorities at different points in time, such as issuing authorities within the first 32 days and a portion to the agency post 32 days of the service of infringement notices.</p> <p><i>A Valid Courtesy Letter or Enforcement order is one where service of the infringement notice to the infringer can be proved.</i></p>
Data limitations	The accuracy of statistics depends on the reliability of infringement records captured by the issuing authorities within the prescribed timeframes, the integrity of the data on the National Contraventions register, as well as the on-line interfacing of all collection platforms with the National Contraventions register.
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	The indicator is to monitor the level of compliance with respect to the payment of outstanding penalties by infringers during different timeframes in the AARTO value chain
Indicator responsibility	CFO

Technical indicator descriptions for strategic objectives

Indicator title & Number	No. 3: Realisation of government's commitment to the UN Decade of Action to reduce fatalities on the roads
Short definition	Help government to create a safe & voluntarily compliant road user community by influencing road user behaviour through public awareness and educational road safety campaigns and strategic partnerships
Purpose/importance	To position the RTIA as the number one agency implementing high impact road safety programmes through service excellence, fairness and transparency, creating an educated, safe, compliant road user culture to reduce fatalities on South African roads
Source/collection of data	High impact road safety programmes delivered through an integrated marketing & communication strategy incorporating monitoring & evaluation techniques
Method of calculation	Value of measurable public awareness & road safety programmes leading to reduction of fatalities delivered through a marketing and communication mix
Data limitations	Accurate statistics on road user behaviour
Type of indicator	Outcome
Calculation type	Qualitative and quantitative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Reduction of fatalities by 50% and voluntary compliance to road traffic laws by the financial year 2018/19 in line with the UN Decade of Action for Road Safety 2011 - 2020
Indicator responsibility	Head of Communication

Technical indicator descriptions for strategic objectives

Indicator title & Number	No. 4: Increase access to AARTO information management processes
Short definition	Increase access to AARTO information management processes through the development of a centralised information management system that can be accessed by all stakeholders (motorists, members of the public, fleet company representatives, issuing authorities, representation officers, etc...) to perform AARTO related activities
Purpose/importance	Currently, access to the National Contravention Register System built on eNaTis is limited to 2 stakeholders (RTIA and Issuing Authorities) There is a need for other stakeholders like motorists and fleet companies to query the status of their infringements, make representations, nominate drivers, pay infringements and perform other related activities online. Without an automated system it will be difficult to administer the AARTO process effectively
Source/collection of data	National Contravention Register
Method of calculation	Number of AARTO processes/functionalities completed in the system
Data limitations	Data Integrity
Type of indicator	Outcome
Calculation type	Qualitative
Reporting cycle	Annual
New indicator	Yes
Desired performance	System developed and fully functional by 2016/17 financial year
Indicator responsibility	Senior Manager: Information Technology

Technical indicator descriptions for strategic objectives

Indicator title & Number	No. 5: Administration and Agency capacitation
Short definition	Contribution towards job creation
Purpose/importance	To measure RTIA contribution towards government priorities by creating jobs and contributes toward socio and economy
Source/collection of data	HR practices and Transformation initiatives
Method of calculation	Number of jobs created and appointments thereof
Data limitations	None
Type of indicator	Outcome
Calculation type	Qualitative
Reporting cycle	Monthly, quarterly and annually
New indicator	No
Desired performance	At least appointment of 50% staff from people with disability, youth and women in the executive management position
Indicator responsibility	Human resource

Technical indicator descriptions for strategic objectives

Indicator title & Number	No. 6: Generation, packaging and dissemination of road safety information
Short definition	To collect and analyse road traffic information from various sources in order to develop indicators relating to the quality of road safety.
Purpose/importance	To monitor achievement of the Agency's strategic objectives through monitoring of indicators, tracking milestones linked to the strategic objectives and conducting amongst others mid-term and end-term evaluation of the strategic objectives and disseminating findings to stakeholders.
Source/collection of data	AARTO data related to road traffic violations as contained on the National Contravention Register, the number of vehicles registered on eNaTIS, road accident and casualty data collected from the Road Accident Fund (RAF) and the Road Traffic Management Corporation and other possible sources.
Method of calculation	Road safety performance indicators relating to the occurrence of road accidents in terms of vehicle and human population and the level of lawlessness relating to road traffic.
Data limitations	The accuracy of the indicators to be calculated will rely on the quality and the integrity of the data to be obtained from the various sources.
Type of indicator	Output
Calculation type	Cumulative for the year
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	The indicator is to monitor the level of compliance by road users with traffic legislation.
Indicator responsibility	Information Management