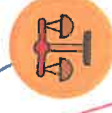
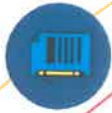






# Annual Performance Plan

2022-23



Regulation 

Facilitation 

Law Enforcement 

Advisory 

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## Executive Authority Statement



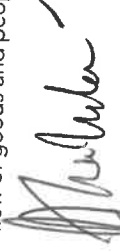
The C-BRTA is established in terms of the Cross-Border Road Transport Act (Act No.4 of 1998, as amended) to regulate the cross-border industry and fulfil the key functions of eliminating impediments that constrain the flow of passenger and freight across regional borders, regulating competition of passenger transport operators, liberalizing market access for freight transport operators, reducing operational constraints that have a negative impact on cross-border road transport industry as well as building industry partnerships in order to empower the cross-border road transport industry. Through these functions, the Agency plays a critical role of spearheading the unimpeded flow of inter-state operations, which in the process facilitate sustainable social and economic development in the region.

This plan builds on the good work done in the previous financial years and channels the Agency's efforts towards the harmonization of the cross-border road transport environment in the region. One of the key focus areas for harmonization as articulated in the plan is the levying of cross-border charges on foreign commercial vehicles. In an effort to achieve that, the Agency had previously developed a business case and an implementation strategy to reciprocate and levy cross border charges on foreign commercial vehicles entering South Africa. This strategy would further promote fair competition. The C-BRTA will be working closely with the Department of Transport in the new financial year to take this project forward.

Another key focus area of the plans is the development and implementation of the Operator Compliance Accreditation System, which is aligned with the requirements of the Tripartite Transport and Transit Facilitation Programme and the Multilateral Cross-Border Road Transport Agreement that is being championed by three regional bodies of SADC, EAC and COMESA.

I commend the Agency for embracing the 4th Industrial Revolution in developing an integrated permit management system called CrossEasy, which amongst others enabled the decentralization of permit application and issuance and shortened turn-around times. The second phase of the project planned for the 2022-2023 financial year will enable the Agency to issue digital permits. The transport and trade information platform which was developed and launched in March 2022 will be utilized to share critical information for planning and decision-making by various stakeholders.

The Ministry and the Department of Transport will continue to provide direction and support to this important Agency in pursuance of its assignment of facilitating unimpeded flow of goods and people across the region.

  
**Mr FA Mbalula, MP**  
 Minister of Transport  
 Executive Authority

Cross-Border Road Transport Agency

## Accounting Authority Statement

The Cross-Border Road Transport Agency (C-BRTA) is established in terms of the Cross Border Road Transport Act (Act No. 4 of 1998) to regulate cross border industry through granting market access into the cross border industry. The Act further requires the Agency to eliminate impediments that constrain the flow of passengers and freight across the regional borders, reduce operational constraints, regulate competition to balance supply and demand in the cross border passenger transport operations and liberalise market access into the cross border freight transport. The mandate further requires the Agency to enhance and strengthen capacity of the public sector and build industry partnerships in order to empower the cross border road transport industry.

The significant volume of commercial traffic that is carried through the cross border road transport positions the cross border industry as a key role player in the integration of the region and the advancement of regional economic growth and social development. In order to play this critical role, the cross border regulators and stakeholders must put in place systems and processes that are harmonized to ensure efficient cross border transport services.



This Annual Performance Plan is aligned to the mandate of the Agency as articulated in its enabling act and other regional instruments e.g. SADC Protocol on Transport, Communication and Meteorology. The implementation of the plan will enable the C-BRTA to collaborate with other stakeholders in pursuing resolution of the challenges facing the industry and to facilitate unimpeded flow of goods and people across the region.

I therefore, on behalf of the Board, endorse the Annual Performance Plan for the financial year 2022/2023 as a vehicle to achieve the Agency's mandate and outcomes as set-out in the five year Strategic Plan.

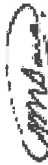
**Ms L. Molebatsi (Acting)**  
Accounting Authority

Cross-Border Road Transport Agency

## Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of Cross-Border Road Transport Agency(C-BRTA) the under the guidance of Minister F.A Mbalula.
- Considers all the relevant policies, legislation and other mandates for which the C-BRTA is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the C-BRTA will endeavour to achieve over the 2022/23 period.



**Dr. Adv L. Mbana**

Executive Manager: Regulatory Services and  
Executive Manager: Corporate Services (Acting)



**Mr B. Dyodo**

Executive Manager: Stakeholder Relations



**Ms L. Molebatsi**

Chairperson of the Board (Acting)

APPROVED BY:

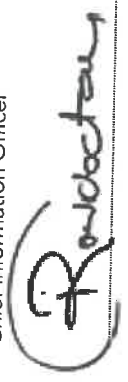


**Mr F.A. Mbalula, Minister**  
Executive Authority



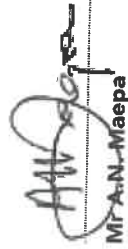
**Ms T. Shilowa**

Chief Information Officer



**Ms R. Hlabata**

Chief Financial Officer



**MPA-N-Maepa**

Chief Operations Officer and

Executive Manager: Research and Development (Acting)



**Mr L. Mboyi**

Chief Executive Officer (Acting)





## Part A: Our Mandate

## Part A: Our Mandate

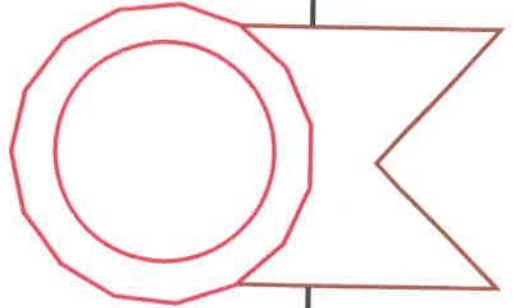


REPUBLIC OF SOUTH AFRICA

### 1. Constitutional Mandate

In execution of the Agency's mandate, the C-BRTA shall comply with the Constitution of the Republic of South Africa as the supreme law of this country with specific reference to the following sections:

- Section 9: Bill of Rights
- Section 41: Co-operative governance values;
- Section 195: Basic values and principles governing public administration;
- Sections 231: International agreements.



## **2. Legislative and Policy Mandates**

### **2.1. Legislative Mandates**

#### **2.1.1 Cross-Border Road Transport Act**

The Cross-Border Road Transport Agency (C-BRTA) is a Schedule 3A public entity in terms of the Public Finance Management Act, No 1 of 1999 (PFMA). It was established in terms of the Cross Border Road Transport Act, 4 of 1998, as amended and places the following key responsibilities on the Agency:

- Improve the unimpeded transport flow by road of freight and passengers in the region;
- Liberalise market access progressively in respect of cross-border freight road transport;
- Introduce regulated competition in respect of cross-border passenger road transport and to reduce operational constraints for the cross-border road transport industry as a whole;
- Enhance and strengthen the capacity of the public sector in support of its strategic planning, enabling and monitoring functions; and
- To empower the cross-border road transport industry to maximise business opportunities and to regulate themselves incrementally to improve safety, security, reliability, quality and efficiency of services.

#### **2.1.2 National Land Transport Act (NLTA), 5 of 2009**

The NLTA provides for the process of transforming and restructuring the national land transport system. It provides for the mandate of the three spheres of authority in the transport sector and confers mandate to these authorities to perform certain functions that includes regulation.

#### **2.1.3 National Road Traffic Act (NRTA), 93 of 1996 as amended**

This Act provides for road traffic matters which shall apply uniformly throughout the Republic of South Africa. The NRTA provides for traffic regulations that govern licensing of motor vehicles, operation of motor vehicles, vehicle road worthiness, driver licensing and fitness.

#### **2.1.4 Tourism Act, 3, of 2014**

The Tourism Act provides for the development and promotion of sustainable tourism for the benefit of the republic, its residents and its visitors. The Agency has the mandate to conduct law enforcement regarding compliance to road traffic regulations in the tourism sector.

## 2.2 Policy mandates

Table 1: Policy Mandate

| Policy Mandate  | Key Alignments  |
|---|---|
| SADC Protocol on Transport, Communications and Meteorology                            | <ul style="list-style-type: none"> <li>Develop harmonised road transport policy providing for equal treatment, non-discrimination and reciprocity.</li> <li>Liberalise market access for road freight operators.</li> </ul>   |
| Bilateral Agreements between South Africa and Malawi, Mozambique, Zambia and Zimbabwe | <ul style="list-style-type: none"> <li>Promote and facilitate cross-border road freight and passenger.</li> <li>Simplify existing administrative requirements: Harmonisation.</li> <li>Ensure compliance to regulations.</li> </ul>   |
| 1996 White Paper on Transport   | <ul style="list-style-type: none"> <li>Identifies the broad goal of transport being to achieve smooth and efficient interaction that allows society and the economy to assume their preferred form and play a leadership role as a catalyst for development.</li> <li>The Paper also sets out the transport vision of the Republic to provide safe, reliable, effective, efficient, and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers among others.</li> </ul> |
| SACU MoU  | <ul style="list-style-type: none"> <li>Provides for facilitation and maintenance of effective road transport arrangements, and equitable shares in road transportation with a view to supporting trade in the Customs Union.</li> <li>The C-BRTA in this regard works towards a common goal of improving cross-border road transport operations with a view to improving the sector.</li> </ul>   |
| Trans Kalahari Corridor (TKC) MoU   | <ul style="list-style-type: none"> <li>Provides for promotion of effective and integrated management of the TKC.</li> <li>The TKC was established with a view to improve regional trade and economic development through efficient transport.</li> <li>Improving the efficiency of transportation is brought about by reduction of constraints and bottlenecks whilst at the same time reducing externalities, improving market access and improving productivity.</li> </ul>   |
| International convention on the harmonisation of frontier controls of goods, of 1982  | <ul style="list-style-type: none"> <li>Designed to enhance the harmonisation and facilitation of efficient road transport movements.</li> </ul>   |
| Convention on road traffic, of 1968   | <ul style="list-style-type: none"> <li>Provides for facilitation of road traffic and increasing road safety through the adoption of uniform road traffic rules.</li> </ul>  |

### 3. Institutional Policies and Strategies over the 2020-2025 Planning Period

Taking a glance at various policies that have been developed in the past 26 years, they bear evidence to the fact that the development of trade and transport in Africa is a priority. South Africa seem to have finally found means of monitoring various government-wide initiatives that will ensure the realisation of the NDP 2030.

#### 3.1 Influential Policies and Strategies in the Transport Space

- **White Paper on Transport Policy** that seeks to establish a transport system that achieves the objectives of the National Development Plan (economic development, regional integration, regional trade).
- **Road Transport Policy** seeks to achieve a road transport system that is underpinned by streamlined regulatory framework that include quality regulation, regional harmonisation of standards and market liberalisation. Further to that, it will prioritise programmes that support road infrastructure preservation as well as the use of technology towards enhancing law enforcement.
- **National Freight Logistics Strategy** seeks to establish a road freight transport system that is underpinned by need to eliminate constraints faced by cross-border road transport operators at border posts and in corridors.
- **Road Freight Strategy** seeks to achieve a road transport system that is underpinned by an effective regulatory and institutional framework, quality regulation in domestic and cross-border sectors.
- **National Road Safety Strategy** seeks to implement safe systems approach to road safety as well as to improve coordination and institutional strengths, road safety data systems. It is also expected that the strategy will eliminate fraud and corruption, ensure adequate funding and capacity, enhance use of technology to protect road users, enable regular road safety audits on new and existing infrastructure, ensure vehicles on the road network are roadworthy and improve enforcement effectiveness.
- **Development of a Funding Framework** is currently in progress. The fund is intended to address funding shortages for Roads, Rail and Ports Infrastructure in South Africa.

### 3.2 New developments at the regional transport space

- **Tripartite Transport and Transit Facilitation Programme** – The overall strategic objective of this programme is to facilitate the development of a more competitive, integrated and liberalised regional road transport market in the Tripartite region. It aims to reduce the high cost of trade in the Tripartite and assisting national governments to address trade barriers and reducing transit times and transaction costs along strategic corridors.

The programme has four key result areas namely:

- o **Result 1:** Implementation of Tripartite Vehicle Load Management Strategy;
- o **Result 2:** Establishment of a Transport Register Information Platform System (TRIPS) through an ICT system which enable information sharing;
- o **Result 3:** Implementation of harmonised vehicle regulations and standards, and
- o **Result 4:** Improved efficiency of regional transport corridors.
- **Operator Compliance Accreditation System(OCAS)** – This is a regulatory System that will be useful for successful implementation of quality regulations, standards and minimum baseline requirements.
- **X-Border RTMS** – proposed self-regulation for cross-border road transport operations
- **Linking Africa Plan** – seeks to address transport and trade regulatory issues, harmonising cross-border trade and transport governance matters, creation of conditions of predictability for cross-border road transport operators and other stakeholders in the value chain
- **CBRT-RF** – Cross-Border Road Transport Regulators Forum established to drive harmonisation and ensure constant engagements and coordination towards implementing LAP and other initiatives.
- **Inland border posts improvement** – Continued establishment of OSBPs in the region in addition to Chirundu i.e. Kazungula, Kasumbalesa, Lebombo, Mamuno.
- **Sea Ports improvement**
  - Port of Durban – port expansion and maintenance work.
  - Walvis Bay – expansion and capacity improvement.
  - Port of Mombasa - expansion and capacity improvement.
  - Maputo Port - expansion and capacity improvement.
  - Network improvement and expansion programmes in various corridors linking the region e.g., TKC and Dar Es Salaam and NSC sections.
  - Smart Corridors Initiative that aims is to facilitate trade through simplification of transport administrative processes and accelerating information exchange to reduce transport time and cost across the African continent and more specifically for landlocked countries.
- **Authorised Economic Operator Traveller Trader Programme** – seeks to facilitate legitimate trade, reinforce safety and security, harmonize and standardize the application of customs controls and provide an electronic environment for trade facilitation. Involves accreditation and certification of stakeholders in the trade value chain.
  - SARS is leading implementation of Preferred Trader Programme – which is a component of the AEO.
  - DHA is leading implementation of Trusted Traveller Programme.
  - C-BRTA is part of the working group for implementation of AEO/ Preferred Trader.
  - AEO Missing Link: Transport leg to be covered by the implementation of OCAS.

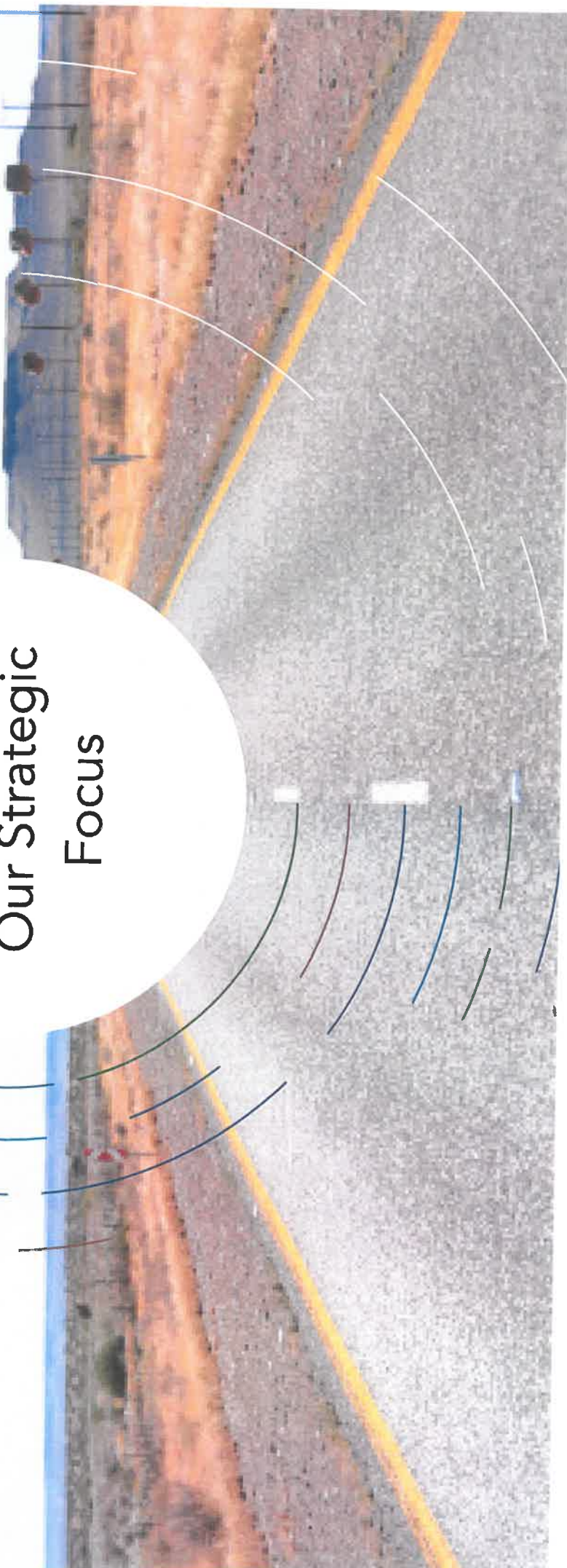
### 3.3. Other Strategies with a bearing on cross border road transport

- **Green Transport Strategy** – this strategy seeks to support the contribution of the transport sector to the social and economic development of the country. It also encourages innovative green alternative transformations in the sector to assist with the reduction of harmful emissions and negative environmental impacts associated with transport systems.
- **Maritime Transport Strategy** – the strategy is geared to enhance port infrastructure development and expansion, port handling capacity, blue economy and transformation.
- **Rail transport strategy** – it seeks to respond to the need to shift of rail friendly cargo from road to rail transport.

## 4. Relevant Court Rulings

There were no court rulings that can possibly affect the 2022-23 plans.

# Part B: Our Strategic Focus





## 1. Vision, Mission and Values



### Our Vision

Leading economic cross border road transport regulator facilitating unimpeded flow of goods and people across the African continent.



### Our Mission

To drive an integrated African continent through excellence in cross border road transport economic regulation, law enforcement, advisory and facilitation of unimpeded flow of goods and people.



### Our Values

Accountability, Integrity, Reliability, Effectiveness, Efficiency and Social responsibility

|                              |  |
|------------------------------|--|
| <b>AIREES</b>                | <b>The values, abbreviated "AIREES" are the core priorities of the Agency's culture. The Agency will endeavour to attract and retain individuals who subscribe to the value below:</b> |
| <b>Accountability</b>        | we are transparent, answerable and responsible   |
| <b>Integrity</b>             | we are professional, honest, fair and so not tolerate crime, fraud and corruption  |
| <b>Reliability</b>           | we are dependable, trustworthy and value our customers   |
| <b>Efficiency</b>            | we are innovative and passionate about performance   |
| <b>Effectiveness</b>         | we achieve our set goals and objectives with desired outcomes  |
| <b>Social responsibility</b> | we seek to contribute towards the greater good of our country and continent by supporting social development and economic growth   |

Figure 1: Vision, Mission and Values

## 2. Situational Analysis

Given Africa's socio-economic challenges, there is need to optimise efforts in ascertaining that there is seamless movement of people and goods at the various borders that lead to other African countries. The Agency went through a strategy review in 2019/20 to plan for the sixth administration and again in 2020/21 to further reflect on implications of the Covid19 pandemic. The planning processes confirmed that its role as a regulator of cross border movements remains critical and therefore calls for well thought approaches to service delivery within the four areas of the Agency's mandate, namely Advisory, Facilitation, Regulation and Law Enforcement. These four pillars will enable the Agency to play a significant role as a regulator in accelerating regional integration.

The Agency's current focus is to enhance value through sharpened stakeholder relations. It recognises the essence of working with other stakeholders in the trade and transportation environment and therefore participates in the Cross Border Road Transport Regulators Forum (CBRT-RF) where it serves as the Chairperson of the Forum. This role positions it to positively influence the acceleration of policy implementation across the region as well as to ensure that the harmonisation of cross border road transport regulations across the region is prioritised.

The Agency participates in the Tripartite Transport and Transit Facilitation Program (TTTTF) and other programs which seeks to achieve the objectives of the African Continental Free Trade Area (AfCFTA). To contribute meaningfully to such programmes, the Agency makes use of the Linking Africa Plan which was precisely developed to guide the Agency's activities in regional integration. The Linking Africa Plan (LAP) is an initiative for repositioning the role of transport and trade as twin partners that can be catalysts for enabling African countries to transform and diversify their economies by providing them with an incentive for industrialization. The plan enables the Agency to stretch facilitation and enhancement of cross border transportation across Africa.

## 2.1. External Environmental Analysis

### 2.1.1. The Implication of COVID-19 Pandemic on cross border operations

The Corona virus has had and continue to impose significant implications on private and public sectors. The pandemic led to the slowdown in world trade through the disruption of global supply chains. It further brought the tourism industry to a halt as all borders were closed at the beginning and later re-opened with some terms and conditions. It is regarded to be the worst pandemic that was ever experienced by the world in the past 75 years within personal, social and economic contexts.

The pandemic found South Africa already in a state of economic recession as the global economy was in a struggle to regain a broad-based recovery. South Africa has a significant number of companies that depend on trade to thrive. These companies have built markets on the back of an integrated global trade network and as a result were grossly affected by the pandemic. There is a very high possibility that these companies will continue to run on the negative for as long as the effects of the virus are still actively imposed on various sectors of the economy. The estimated regional and global economic contraction coupled with weak demand in commodities are expected to result in a deterioration of the SADC external position with current account deficit forecasted to widen to about 9% of GDP in 2020 from an initial estimate of 4.2% of GDP (COVID 19 SADC Economic report 2). Cross border transport and other service industries such as tourism and hospitality have suffered significant revenue losses due to reduction in travel. The largest borders in terms of customs revenue, recorded declines in duty receipts, volumes of import traffic declined, and export traffic volumes also declined, however introduction of various measures including processing of exports at inland ports and heightened awareness for importers/exporters to conduct pre-arrival clearance and registration and promoting the use of electronic payment processes allow freight operations to continue, while passenger transport remain restricted.

Policymakers across the world are faced with a difficult task of balancing the negative effects of lockdowns. In SADC the measures adopted to curtail the spread of the virus such as closure of land borders have led to a sharp contraction of the regional economy and an even larger decline in trade, with significant implications

on the livelihoods of people. Cross border trade has been largely hindered by high costs occasioned by lengthy clearance processes, complex procedures, high duties, and other non-tariff barriers.

Owing to COVID-19's impact on the fiscus, with less tax collected and an increase in funding to boost the health sector, ailing businesses and aid diverted to the poor, a number of transport projects planned for the next five to ten years are under threat.

The new normal in terms of business operations resulting from changes in people's behaviour due to COVID-19 may see physical distancing and the fear of infection having a "significant impact" on mobility behaviour. The regulations imposed in relation to international travel restrictions and quarantine as countries try to halt the spread of COVID-19, migration flows will remain limited, and therefore hindering global economic growth and development. The cross-border societies will need to deeply invest in new capabilities and capacities to rapidly adapt, anticipate change, manage risks and implement solutions to build a better normal.

### **2.1.2. South African Road Network, Corridors and Value-Chain – Implications for cross border operations**

The condition of road infrastructure has direct bearing on the ease of movement of goods and people across Southern Africa, and that impacts the overall regional economic growth. Southern Africa has a more established transport infrastructure in comparison with other infrastructural sectors. There is however a lack of rehabilitation and maintenance of these infrastructure, resulting in slow growth and development of cross border trade.

Southern Africa also experience a very high cost of doing business in the cross border industry because of the unsustainable and inadequate funding models used in the transport sector. There are gaps in relation to integration of road transport networks and regional road transport corridors. Regional cross border road transport is characterised by traffic congestions, long transit times, delays and lack of road safety because of inherited military borders. Most of the land borders in the Southern African region were not designed for trade but for military purpose which create blockages in terms of traffic flow.

### **2.1.3. PESTELE Analysis**

A PESTELE Analysis was conducted to analyse current issues with respect to political, economic, social, technological, environmental, and legal factors that currently affect the cross-border transportation industry today.

#### **a. Political Factors**

The political environment encompasses the decisions made by the government of a country which in turn fuels actions that affect businesses. Recognising that a multi-sectorial approach through collaboration, coordination and communication is the most robust mechanism to comprehensively address the complexity around the impact that the COVID-19 pandemic imposes on the African population.

#### **b. Economic Factors**

Overall, Africa's GDP is forecasted to increase by between \$28 billion and \$44 billion after full implementation in 2040 (Guidance; Overseas Business Risk - South Africa; Updated 15 February 2021, access on 17/09/2021). The impact of COVID-19 increased government debt with debt-to-GDP forecasted to reach 81.1% in 2020/21 and with the fiscal deficit at 14.7%. COVID-19 has further weakened the economy and 2021 is estimated to see growth of 3.6%, supported by a commodity price boom and a rollout of the vaccine. Stringent lockdown regulations at the start of the pandemic have led to an estimated to a 7% contraction in 2020 (Source and accessed). Due to power cuts and COVID-19 that weighed on economic activity, resulted in such anaemic growth masks an actual drop in per capita income as population growth has outstripped GDP growth for the last 5 years. All rating agencies now have South Africa's sovereign rating at sub-investment grade.

#### **c. Social Factors**

The pandemic has continued to highlight a pressing need to use social and behavioural data alongside biomedical data to mount an effective response (Social and behaviour Insights; Jan 2020; COVID-19 Data collection tool for Africa accessed 12/09/2021). Some land borders were fully operational, while others remained closed with passenger movement to and from the republic still restricted and other travellers who could enter, and exit were subjected to compliance with protocols.

#### **d. Technological Factors**

Cross border information exchange for enhanced surveillance supported by technological development for successful monitoring and reporting progress made by African countries. ICT resulted in joint efforts as a multi-disciplinary taskforce to support existing response and control measures established by Member States through the leadership of the African Union, Africa CDC and WHO to achieve a joint continental response success (Addis Ababa 24 May 2021 Africa CDC.org accessed 13/09/2021). Responses to COVID-19 has speeded up the adoption of digital technologies by several years – and that many of the changes will remain in the long haul. ICT is catering for timely data and insights into people's changing knowledge, attitudes and behaviours help to ensure that the response is tailored and adapted to the needs of the population (Social and behaviour Insights; Jan 2020; COVID-19 Data collection tool for Africa; accessed 12/09/2021).

#### **e. Legal Factors**

The legal environment of an economy within a business context encumbers all the acts, regulations and precedent institutions that outline what business and firms can and cannot do.

#### **f. Environmental Factors**

South Africa is the 'gateway to Africa' for investors due to its comparative sophistication, ease of doing business (relative to African counterparts), continental expertise and ability to act as a base for critical services for doing business in the rest of the continent. However, South Africa remains the most sophisticated and developed economy in Africa and has high class companies in finance, real estate and business services, manufacturing and wholesale and retail trade. The African Continental Free Trade Agreement (AfCFTA), which took effect from January 2021 is going to be key in unlocking Africa's potential in its post COVID-19 growth recovery (Guidance: Overseas Business Risk - South Africa; Updated 15 February 2021, accessed on 17/09/2021).

## **2.2. Internal Environmental Analysis**

### **2.2.1. C-BRTA's Competency to deliver on the mandate**

The Agency is a maturing organisation and is competent in undertaking various objectives in line with the approved Annual Performance Plan and operational plans. The Agency has, in the past eight years strived to perfect its operating systems and continues to find solutions that can position it as an excellent regulator. This is evident in various changes that were affected with respect to internal controls, operating systems and effective policies that were put in place.

In terms of Human Resources and Capacity, the current staff component is one hundred and fifty-seven (157), of which 20% are professional qualified staff, 36% skilled and 25% are semi-skilled. The Agency is committed to the development of its staff and therefore determined to provide relevant training to the staff members. The Agency will continue to make efforts to meet the necessary requirements in relation to employment equity. Although the employment equity targets were not achieved as of December 2020, the Agency has a fair representation of women whereby 66% are skilled, 47% professionals, 50 % of senior managers and 50% of top management are women.

### **2.2.2 C-BRTA's approach to empowerment of women, youth and persons with disabilities**

The Agency has in the past pursued women empowerment as part of its organisational development programme and it has created platforms for women dialogues and recognition of women's talents in the organisation. The Agency currently has a staff composition that is 63% women while youth representative is sitting at 35% of the total headcount. This figure excludes ten (10) interns currently going through the internship program. The internship program is a deliberate effort of the Agency to ensure that it promotes youth employment by providing them with the necessary work experience which gives them competitive advantage in the job market and pipeline for internal appointment. Furthermore, the Agency will endeavour to fill two vacant positions at executive manager level with suitably qualifying candidates who will improve the demographic profile at this level in terms of gender and/or race.

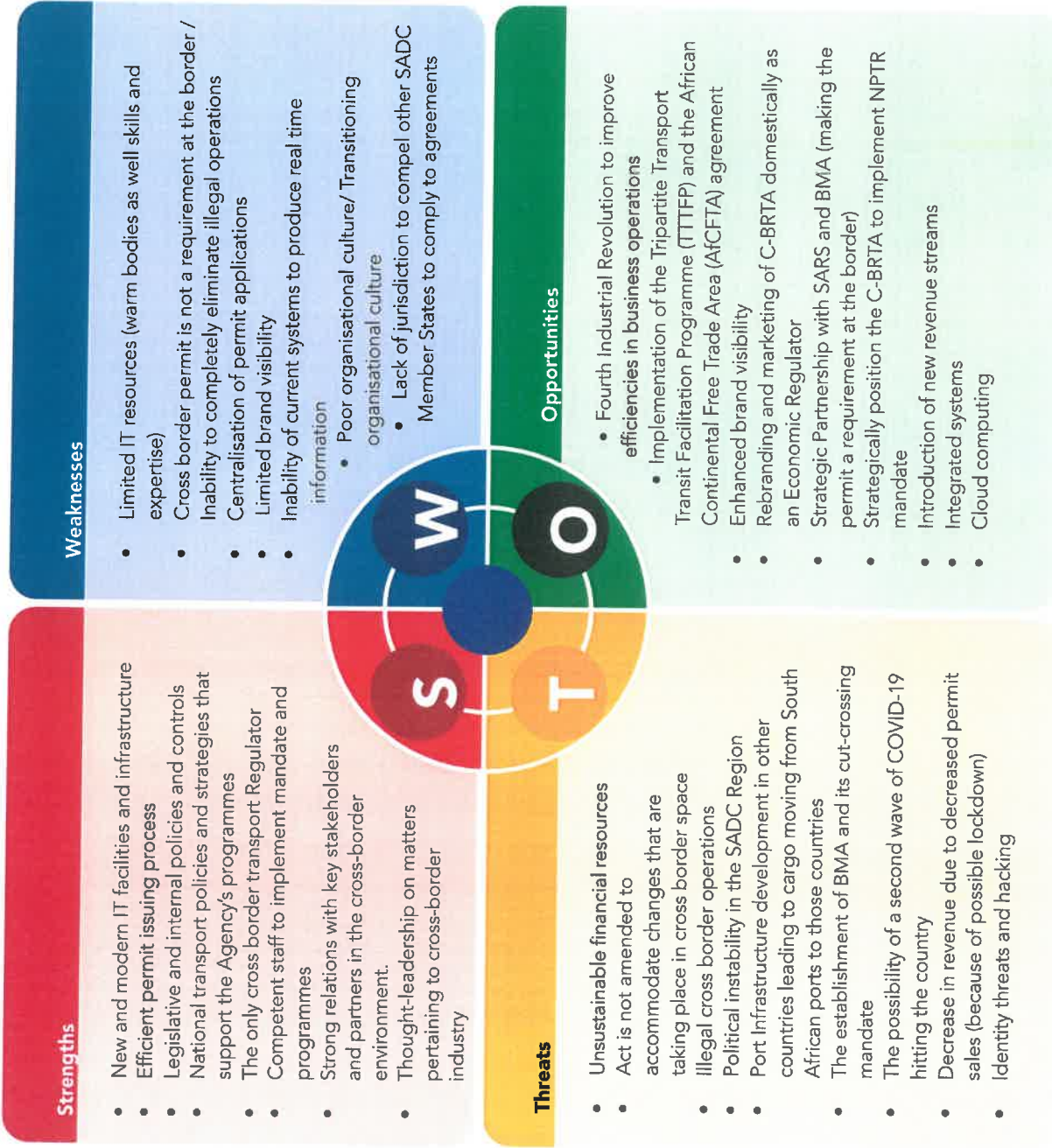
In an effort to enhance its ability to attract candidates from persons with disabilities, certain vacant positions will be earmarked to be filled by this designated group and the job advert for these positions will explicitly indicate that priority will be given to candidates with disabilities.

The Agency is further working on ensuring that the cross border permits issued also represent the demographics of the country. In the past year the Agency determined the baseline status quo on the participation of target groups (youths, women and people with disabilities) in the freight and tour cross border road transport operations. The objective of the Agency is to consistently measure and assess the involvement of the target groups in cross border operations. To this end, the Agency has set a target to increase or improve participation of these target groups in the freight by 5% in the next 5 3 years cumulatively.

The refined baseline indicates that there are no people with disabilities that were issued with permits in both freight and tour cross border operations. Only 60 (21,2%) women are participating in cross border tour operations out of 283 operators and 18 (6,4%) of youths are actively participating in tour cross border road transport. In the freight industry women representation is at 6,2% (233 out of 3770 permits) while youth representation is at 2,6% (99 Of 3770 permits). The Agency will be intensifying its effort to transform the industry by encouraging new entrants from the target groups to join the industry through information sharing sessions and through permit issuing requirements.

### 2.2.3. SWOT Analysis

Table 2: SWOT Analysis Matrix



### 3. C-BRTA Stakeholder Prioritisation

The implementation of most interventions requires coordination and collaboration between national and regional stakeholders. Limited cooperation among stakeholders will make it more difficult to implement certain initiatives and limit their impact. Successful implementation of some of the C-BRTA initiatives requires political support and some need partnerships with other public or private institutions. Ultimate success in eliminating the infrastructure gap therefore depends on the ability of relevant role-players to attend to both hard and soft infrastructure constraints simultaneously.

Considering the challenges that were identified, stakeholder management should be given priority. For that purpose, stakeholder mapping, analysis and prioritization were conducted as summarized in the table below.

Table 3: Stakeholder Mapping



# Part C: Measuring Our Performance



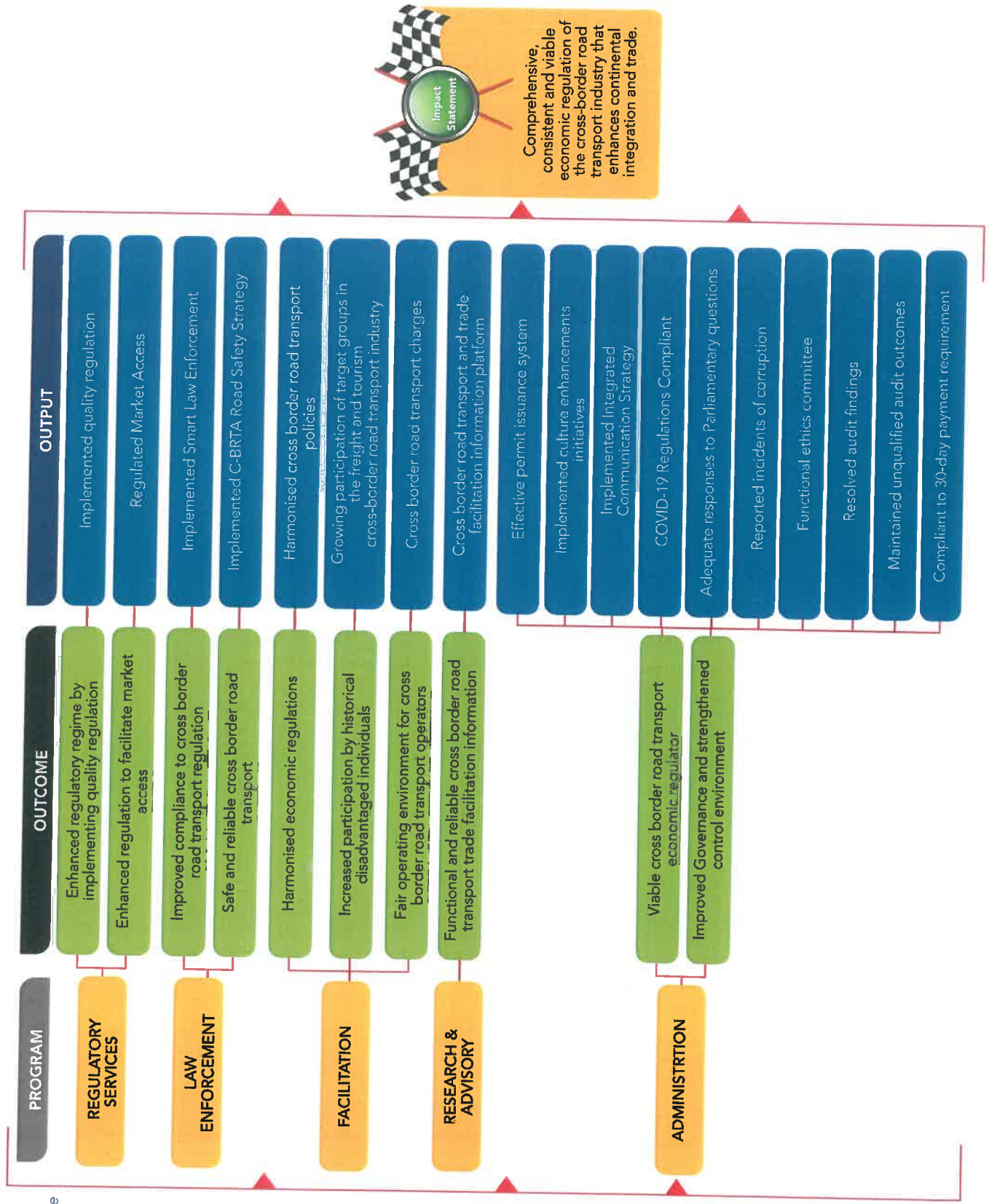


## 1. The C-BRTA's Theory of Change and Institutional Programme Performance Information

The C-BRTA's Theory of Change (ToC) is intended to address the challenge of unlevelled operating environment in the cross border road transport industry which results from inadequate implementation of the cross border mandate. The Agency has therefore identified critical stakeholders that will contribute and possibly enhance the implementation of its mandate.

The ToC elaborates how the Agency envisages achievement of identified outcomes in a five-year period through delivery of annual outputs. Figure 2 below gives a snapshot of the Agency's Theory of Change. For the Agency to achieve its vision of becoming a leading economic regulator, it will have to make the desired impact in terms of applying comprehensive, consistent and viable regulations that will enhance continental integration and trade.

Figure 2: C-BRTA's Theory of Change



## 2. Logical Framework

Table 4: Logical Framework

| Outputs   | Output Indicator  | Annual Target  | Means of Verification  | Assumptions   | Risks Factors   |
|---|---|--|--|---|---|
| <b>Operational OCAS certification and accreditation modules</b> | Developed and implemented Operator Compliance Accreditation System (OCAS) | Piloted OCAS Certification & accreditation modules     | Pilot registration report<br>Progress report<br>Pilot report<br>Refinement report on certification and accreditation modules   | Operators will be willing to participate in the pilot<br>AEO-OCAS pilot participants to be retained for the pilot<br>Budget available | <ul style="list-style-type: none"> <li>Third party reliance might impact on the implementation of Operator Compliance Accreditation System (OCAS)</li> </ul>      |
| <b>Updated Market Access Regulations (MAR) tool</b>             | Implemented market access regulation tool                                 | Updated MAR Tool parameters                            | EXCO resolution on updated parameters<br>Executive Committee Resolution on updated parameters<br>Summary of the research report<br>Report reflecting added new Mozambique routes   | Land borders are opened<br>Mozambique still supportive of the project   | <ul style="list-style-type: none"> <li>Lockdown restrictions that restrict passenger movement</li> <li>Reliance on neighbouring countries (Mozambique)</li> </ul> |
| <b>Implemented smart Law enforcement</b>                        | Efficient smart law enforcement   | Impact assessment of the smart Law enforcement vehicle | EXCO approved smart vehicle implementation progress report as per implementation plan.<br>EXCO approved Impact assessment Report on the use of smart law enforcement vehicle at borders.<br>EXCO approved smart law enforcement annual implementation plan | Budget availability<br>Resource allocation<br>Sourcing of identified techniques   | <ul style="list-style-type: none"> <li>Inability to discharge legislative mandate</li> <li>Inadequate co-ordination with other law enforcers</li> </ul>           |

| Outputs   | Output Indicator   | Annual Target   | Means of Verification   | Assumptions  | Risks Factors   |
|---|--|---|---|--|---|
| <b>Implemented C-BRTA road safety strategy</b>  | Developed and implemented C-BRTA road safety strategy  | Implemented C-BRTA road safety strategy   | Exco approved implementation progress reports<br>Exco approved C-BRTA Annual Road Safety Implementation plan  | Budget availability<br>Resource allocation   | <ul style="list-style-type: none"> <li>Inadequate co-ordination with other law enforcers</li> </ul>   |
| <b>Implemented CBRT-RF initiatives linked to SADC Protocol</b>                                    | Percentage implementation of C-BRTA plan linked to the CBRT-RF action plan   | Implemented 40% of C-BRTA plan linked to CBRT-RF action plan  | EXCO approved four (4) Progress report on implementation showing clearly percentage targeted for the quarter<br>EXCO Resolutions  | Adoption of the CBRT-RF Annual Work Plan and C-BRTA EXCO approved implementation plan<br>Buy-in from other interested stakeholders   | <ul style="list-style-type: none"> <li>Inadequate implementation of stakeholder agreements with other regulatory authorities</li> <li>Policy changes at domestic and regional levels</li> </ul> |
| <b>Growing participation of target groups in the freight cross-border road transport industry</b> | Percentage increase in the number of participating target groups in the freight cross-border road transport industry | 2% increase in the number of participating women, youth and people living with disabilities in the freight cross-border road transport industry | Report highlighting target groups and reflecting increase in the number of women, youth and people living with disabilities participating in the freight cross-border road transport industry | Identified initiatives in the approved Reviewed Industry Development Strategy are implemented<br>Budget is made available to implement the strategy<br>Vacant positions are filled | <ul style="list-style-type: none"> <li>Lack of co-operation from the industry to align with the Agency's transformation and industry development objectives</li> </ul>                          |
| <b>Collected Cross-border charges</b>   | Implemented cross-border road transport charges model  | Implemented cross-border charges  | Progress against implementation plan<br>Pricing model gazetted<br>Implementation report<br>EXCO approved reports  | Adequate funding for implementation of infrastructure is available<br>C-BRTA is nominated to collect cross border charges  | <ul style="list-style-type: none"> <li>Third party dependencies (change in government policy)</li> </ul>  |

| Outputs  | Output Indicator   | Annual Target  | Means of Verification   | Assumptions  | Risks Factors   |
|--|--|--|---|--|---|
| <p><b>Functional Cross border road transport and trade facilitation information platform</b></p> | <p>Developed and implemented cross-border road transport trade facilitation platform</p> | <p>Monitored access and utilization of information platform by respective stakeholders</p> | <p>System generated reports on accessed information<br/>System report on finalised research reports uploaded</p>  | <p>The platform is user-friendly<br/>Information is available in the required format by stakeholders<br/>There is sufficient research capacity to meet information generation demand</p> | <ul style="list-style-type: none"> <li>Lack of real-time data</li> </ul>  |
| <p><b>Functional Digital and Mobile Permit Platform</b></p>                                      | <p>Implemented cross-border management system</p>  | <p>Piloted the Digital and Mobile Permit Platform (DMPP)</p>                               | <p>Progress reports on development of DMPP<br/>Digitised permits generated from the integrated Cross border Management System</p>   | <p>iCBMS phase 1 and phase 2 fully implemented</p>   | <ul style="list-style-type: none"> <li>Inability of information systems to support critical business functions for service delivery</li> </ul>                  |
| <p><b>Implemented comprehensive HR strategy</b></p>  | <p>Percentage implementation of HR Strategy initiatives</p>                              | <p>Implemented 30% identified HR Strategy initiatives</p>                                  | <p>EXCO approved noted monthly and quarterly report<br/>Amended Governance structures<br/>EXCO approved HR Strategy and Implementation plan<br/>Organisational culture definition report<br/>EXCO approved close out report</p> | <p>Budget availability<br/>Employees' buy-in<br/>Management buy-in and support</p>   | <ul style="list-style-type: none"> <li>Inadequate technical human capital skills to achieve set outcomes</li> <li>Threat to financial sustainability</li> </ul> |

| Outputs  | Output Indicator  | Annual Target  | Means of Verification  | Assumptions   | Risks Factors   |
|--|---|--|--|---|---|
| <b>Implemented Integrated Communication Strategy</b> | Percentage implementation of Integrated Communication Strategy              | Implemented 20% of Integrated Communication Strategy initiatives | EXCO approved Communications Implementation Plan<br>EXCO approved three (3) quarterly progress reports<br>EXCO approved close-out report                               | Sufficient human and financial resources to implement initiatives<br>Agency successfully implemented flagship projects<br>Management buy-in and support   | <ul style="list-style-type: none"> <li>Inadequate technical human capital skills to achieve set outcomes</li> <li>Threat to financial sustainability</li> </ul>                                   |
| <b>COVID-19 Regulations Compliant</b>                | Implemented COVID-19 response plan initiatives                              | Implemented COVID-19 response plan                               | Four (4) EXCO approved Quarterly progress reports on status of the Agency's compliance with regulations and implementation of approved response plan, EXCO Resolutions | The impact of the COVID 19 pandemic will not last beyond the 2021/22 financial year<br>There is budget to implement the initiatives<br>Employees and operators take all the precautions necessary to prevent the spread | <ul style="list-style-type: none"> <li>Inadequate technical human capital skills to achieve set outcomes</li> <li>Threat to financial sustainability</li> </ul>                                   |
| <b>Addressed Parliamentary questions</b>             | Percentage responses to Parliamentary questions within stipulated timelines | 100% responses to Parliamentary questions received from DoT      | C-BRTA Parliamentary Questions Register  | The questions are received from the DoT   | <ul style="list-style-type: none"> <li>Potential loss of revenue in the permit value chain</li> <li>Fraud and corruption</li> <li>Cyber security breaches</li> <li>Reputational damage</li> </ul> |
| <b>Resolved reported incidents of corruption</b>     | Percentage resolution of reported incidents of corruption                   | 95% resolution of reported incidents of corruption               | EXCO approved reports on reported incidents of corruption  | There is sufficient human and financial resources to undertake investigation.   | <ul style="list-style-type: none"> <li>Potential loss of revenue in the permit value chain</li> <li>Fraud and corruption</li> <li>Cyber security breaches</li> <li>Reputational damage</li> </ul> |

| Outputs                                      | Output Indicator   | Annual Target   | Means of Verification   | Assumptions   | Risks Factors   |
|--|--|---|---|---|---|
| <b>Functional ethics committee</b>           | Ethics committees established and operationalised                      | Ethics committee operationalised                              | EXCO approved reports on the work the ethics committee<br>Progress on implementation of Ethics implementation plan<br>Consultation/engagement reports | Established Ethics Committee  | <ul style="list-style-type: none"> <li>• Potential loss of revenue in the permit value chain</li> <li>• Fraud and corruption</li> <li>• Cyber security breaches</li> <li>• Reputational damage</li> </ul> |
| <b>Resolved audit findings</b>               | Percentage implementation of action plans to address audit findings    | 100% Implementation of action plans to address audit findings | EXCO approved Progress reports on the implementation of audit recommendations<br>Internal Control report  | Sufficient human and financial resources to implement recommendations | <ul style="list-style-type: none"> <li>• Potential loss of revenue in the permit value chain</li> <li>• Fraud and corruption</li> <li>• Cyber security breaches</li> <li>• Reputational damage</li> </ul> |
| <b>Maintained unqualified audit outcomes</b> | Regulatory Audit Outcome by the Auditor-General of South Africa (AGSA) | Unqualified Audit Report with no significant findings         | Audit Report  | The management letter audit findings are resolved                     | <ul style="list-style-type: none"> <li>• Potential loss of revenue in the permit value chain</li> <li>• Fraud and corruption</li> <li>• Cyber security breaches</li> <li>• Reputational damage</li> </ul> |
| <b>PFMA payment requirement compliant</b>    | Percentage compliance to 30-day payment requirement                    | 100% of valid invoices paid within 30 days                    | Payment report with details traceable to Sage Evolution   | Invoices received are valid   | <ul style="list-style-type: none"> <li>• Potential loss of revenue in the permit value chain</li> <li>• Fraud and corruption</li> <li>• Cyber security breaches</li> <li>• Reputational damage</li> </ul> |

### 3. Programme Outputs, Output Indicators and Annual Targets

The following are the C-BRTAs outputs, output indicators and related annual targets for the first year of implementation:

Table 5: Outputs, Output Indicators & Annual Targets for all Programmes

| Programme                      | Output   | Output Indicator   | Annual Target  |
|--------------------------------|--|--|--|
| <b>Regulatory Services</b>     | Operational OCAS certification and accreditation modules                                   | Developed and implemented Operator Compliance Accreditation System (OCAS)  | Piloted OCAS Certification & accreditation modules   |
|                                | Updated Market Access Regulations (MAR) tool   | Implemented market access regulation tool  | Updated MAR Tool parameters  |
|                                | Implemented smart Law enforcement  | Efficient smart <sup>1</sup> law enforcement   | Impact assessment of the smart Law enforcement vehicle   |
| <b>Law Enforcement</b>         | Implemented C-BRTA road safety strategy  | Developed and implemented C-BRTA road safety strategy  | Implemented C-BRTA road safety strategy  |
|                                | Implemented CBRT-RF initiatives linked to SADC Protocol                                    | Percentage implementation of C-BRTA plan linked to the CBRT-RF action plan   | Implemented 40% of C-BRTA plan linked to CBRT-RF action plan   |
| <b>Facilitation</b>            | Growing participation of target groups in the freight cross border road transport industry | Percentage increase in the number of participating target groups in the freight cross border road transport industry | 2% increase in the number of participating women, youth and people with disabilities in the freight cross border road transport industry |
|                                | Collected Cross border charges   | Implemented cross border road transport charges model  | Implemented cross border charges   |
| <b>Research &amp; Advisory</b> | Cross border road transport and trade facilitation information platform                    | Developed and implemented cross border road transport trade facilitation platform                                    | Monitored access and utilization of information platform by respective stakeholders  |

<sup>1</sup> Smart law enforcement includes intelligent law enforcement and use of technology to conduct law enforcement



| Programme             | Output  | Output Indicator  | Annual Target  |
|-----------------------|---|---|--|
| <b>Administration</b> | Functional Digital and Mobile Permit Platform | Implemented cross border management system                                  | Piloted the Digital and Mobile Permit Platform (DMPP)            |
|                       | Implemented comprehensive HR strategy         | Percentage implementation of HR Strategy initiatives                        | Implemented 30% identified HR Strategy initiatives               |
|                       | Implemented Integrated Communication Strategy | Percentage implementation of Integrated Communication Strategy              | Implemented 20% of Integrated Communication Strategy initiatives |
|                       | COVID-19 Regulations Compliant                | Implemented COVID-19 response plan initiatives                              | Implemented COVID-19 response plan                               |
|                       | Addressed Parliamentary questions             | Percentage responses to Parliamentary questions within stipulated timelines | 100% responses to Parliamentary questions received from DoT      |
|                       | Resolved reported incidents of corruption     | Percentage resolution of reported incidents of corruption                   | 95% resolution of reported incidents of corruption               |
|                       | Functional ethics committee                   | Ethics committees established and operationalised                           | Ethics committee operationalised                                 |
|                       | Resolved audit findings                       | Percentage implementation of action plans to address audit findings         | 100% Implementation of action plans to address audit findings    |
|                       | Maintained unqualified audit outcomes         | Regulatory Audit Outcome by the Auditor-General of South Africa (AGSA)      | Unqualified Audit Report with no significant findings            |
|                       | PFMA payment requirement compliant            | Percentage compliance to 30 day payment requirement                         | 100% of valid invoices paid within 30 days                       |

## 4. Programme Performance Information

### 4.1. Programme 1: Regulatory Services

**PURPOSE:** The Regulatory Services Programme is responsible for regulating access to the cross border road transport market, freight and passengers, through a permit administration process. It advances the execution of the regulatory mandate and regulating access to the cross-border road transport markets (freight and passenger) through a permit administrative regime. Regulatory Services has two sub-programmes, namely: -

- Licensing unit which is primarily responsible for the administration and maintenance of the cross border road transport permits; and
- Regulation unit is tasked with identifying and pursuing new business development opportunities, development of mechanisms to ensure implementation of transformation initiatives and the delivery of value-add services to both internal and external stakeholders.

#### 4.1.1. Outcomes, Outputs, Performance Indicators and Targets per Programme

Table below demonstrate how this programme will progressively achieve the desired impact over the medium-term period i.e. over three (3) years:

Table 6: Outcomes, Outputs, Performance Indicators & MTEF Targets

| No. | Outcome   | Outputs  | Output Indicator  | Annual Targets                            |  |   |                          |  |                                  |   |
|-----|---|--|---|---|--|---|--------------------------|--|----------------------------------|---|
|     |   |  |   | Audited /Actual Performance               |  | Estimated Performance                         | MTEF Period              |  |                                  |   |
|     |   |  |   | 2018/19                                   | 2019/20  |   | 2020/21                  | 2021/22  | 2022/23                          | 2023/24   |
| 1.1 | Enhanced regulatory regime by implementing quality regulation | Operational OCAS certification and accreditation modules | Developed and implemented Operator Compliance Accreditation System (OCAS) | EXCO approved OCAS implementation Manuals | Developed OCAS Registration Platform             | OCAS registration module refined successfully | Developed OCAS IT System | Piloted OCAS certification & accreditation modules | Piloted profiling & risk modules | Implemented Operator Compliance Accreditation System (OCAS) |
| 1.2 | Enhanced regulation to facilitate market access               | Updated MAR tool   | Implemented market access regulation tool                                 | Post implementation assessment            | Developed 4 quarterly MAR implementation reports | Target deferred due lockdown restrictions     | No Target                | Updated MAR parameters                             | Implemented updated MAR Tool     | Implemented market access regulation tool                   |

#### 4.1.2 Output Indicators, Annual and Quarterly Targets

The table below represents how the annual targets will be achieved on a quarterly basis:

Table 7: Output Indicators: annual and quarterly targets

| No. | Output Indicator  | Annual Target   | Q1                        | Q2   | Q3   | Q4   |
|-----|---|---|---------------------------|--|--|--|
| 1.1 | Developed and implemented Operator Compliance Accreditation System (OCAS) | Piloted the certification & accreditation modules on the complete OCAS System | Developed OCAS IT System  | Registration of Operators for piloting certification and accreditation | Testing and refining certification and accreditation modules | Piloted the OCAS certification and accreditation Modules |
| 1.2 | Implemented market access regulation tool                                 | Updated MAR parameters  | Updated Mozambique routes | Updated MAR Parameters -Average speed Mozambique                       | Updated MAR Parameters-Border crossing times Mozambique      | Updated MAR Model Parameters                             |

#### 4.1.3 Explanation of planned performance over the Medium-Term Period and rationale for output

- **Operational OCAS certification and accreditation modules:** The Agency will develop the complete OCAS IT system comprising of all modules necessary for the implementation of this system. This system is a step closer to enabling implementation of quality regulation in alignment with the implementation of quality regulation across the region, which will be the ultimate output towards achieving the desired outcome of an enhanced regulatory regime. This will improve regulatory efficiency, compliance and efficiency of cross-border road transport operations.
- **Updated MAR tool:** The Agency developed a Market Access Regulation Tool to enable it to apply professional standards in regulating the cross border passenger markets. The tool was tested for implementation for regulating competition of cross border passenger movements, and it has proven to be relevant to the Agency's role in conflicts resolutions. Application of the tool has also demonstrated its potential to bring to end the crisis of supply-demand imbalances, curbs consequences of oversaturation of routes. It was also noted that there were some gaps in the model and that some of the model parameters are outdated. The target for the year is to update the parameters of the MAR Tool.

#### 4.1.4 Programme Resource Consideration

The Agency will develop the complete OCAS IT system comprising of all modules necessary for the implementation of this system. It is envisaged that the development of this system will be outsourced to software and systems developers while internal human resources will be responsible for project coordination and administration. Existing ICT infrastructure and platforms are already designed to accommodate the development of the OCAS IT system

Consequently, expenditure on Regulatory Services is expected to increase due to investment in the development of the system at a cost of R12 million as well as operational expenditure and thereafter reduce by 31% as the system is operationalised. The expenditure is expected to increase by 4.8% in 2023/24 due to annual inflationary increase.

The table below represents the allocation of the resources for the achievement of the desired output.

Table 8: Programme 1: Resource Consideration

| Output   | Expenditure |         |         | Current Budget | Medium-Term Expenditure Estimates |         |         |
|--|-------------|---------|---------|----------------|-----------------------------------|---------|---------|
|  | 2018/19     | 2019/20 | 2020/21 |                | 2022/23                           | 2023/24 | 2024/25 |
|  | R'000       | R'000   | R'000   |                | R'000                             | R'000   | R'000   |
| Operational OCAS certification and accreditation modules | 18 331      | 20 272  | 23 080  | 24 105         | 27 285                            | 28 594  | 29 995  |
| Updated MAR tool   |             |         |         |                |                                   |         |         |

**Technical Indicator Descriptors**  
**Indicator 1.1**

Table 9: TID for Indicator 1.1.

| Developed and implemented Operator Compliance Accreditation System (OCAS)  |  |                |                            |                              |   |  |   |  |   |   |  |
|--|--|----------------|----------------------------|------------------------------|---|--|---|--|---|---|--|
| Indicator Title  |  |                |                            |                              |   |  |   |  |   |   |  |
| <b>Definition</b>  | <p>The target means that the Agency will pilot the certification and accreditation modules of the complete OCAS system</p> <p><b>Explanation of terms:</b></p> <ul style="list-style-type: none"> <li>• Accreditation of operators refers to the process of recognising the status of eligible transport operators to be conferred with accreditation status based on their ability to satisfy the OCAS requirements</li> <li>• Certification refers to the process used to determine the extent to which the operator, driver, fleet and RCPs satisfies the requirements of OCAS</li> </ul>   |                |                            |                              |   |  |   |  |   |   |  |
| <b>Source of data</b>  | <ul style="list-style-type: none"> <li>• OCAS Implementation Manual</li> <li>• Reports extracted from the OCAS complete system</li> <li>• OCAS system user manual</li> </ul>   |                |                            |                              |   |  |   |  |   |   |  |
| <b>Method of calculation/ assessment</b>                                   | Qualitative - based on information in the compiled reports regarding the pilot implementation and outcomes   |                |                            |                              |   |  |   |  |   |   |  |
| <b>Means of verification</b>   | <ul style="list-style-type: none"> <li>• Pilot registration report</li> <li>• Progress report</li> <li>• Pilot report</li> <li>• Refinement report on certification and accreditation modules</li> </ul>   |                |                            |                              |   |  |   |  |   |   |  |
| <b>Assumptions</b>   | <ul style="list-style-type: none"> <li>• Operators will be willing to participate in the pilot</li> <li>• AEO-OCAS pilot participants to be retained for the pilot</li> <li>• Budget available</li> </ul>  |                |                            |                              |   |  |   |  |   |   |  |
| <b>Disaggregation of Beneficiaries</b>                                     | Not applicable   |                |                            |                              |   |  |   |  |   |   |  |
| <b>Spatial Transformation</b>  | Not applicable   |                |                            |                              |   |  |   |  |   |   |  |
| <b>Calculation Type</b>  | Cumulative   |                |                            |                              |   |  |   |  |   |   |  |
| <b>Reporting Cycle</b>   | Quarterly (Q)  |                |                            |                              |   |  |   |  |   |   |  |
| <b>Desired Performance</b>   | <p>Annual Target: Piloted the certification &amp; accreditation Modules on the Complete OCAS System</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;"><b>Targets</b></th> <th style="width: 50%;"><b>Admissible Evidence</b></th> </tr> </thead> <tbody> <tr> <td>Q1: Developed OCAS IT System</td> <td>Q1: EXCO resolution on approved progress report on developed system</td> </tr> <tr> <td>Q2: Registration of Operators for piloting certification and accreditation</td> <td>Q2: EXCO resolution on approved progress report on Operators registered</td> </tr> <tr> <td>Q3: Testing and refining certification and accreditation modules</td> <td>Q3: EXCO resolution on approved pilot report on the certification and accreditation modules</td> </tr> <tr> <td>Q4: Piloted the certification &amp; accreditation Modules</td> <td>Q4: EXCO resolution on approved report on OCAS certification &amp; accreditation modules</td> </tr> </tbody> </table> | <b>Targets</b> | <b>Admissible Evidence</b> | Q1: Developed OCAS IT System | Q1: EXCO resolution on approved progress report on developed system | Q2: Registration of Operators for piloting certification and accreditation | Q2: EXCO resolution on approved progress report on Operators registered | Q3: Testing and refining certification and accreditation modules | Q3: EXCO resolution on approved pilot report on the certification and accreditation modules | Q4: Piloted the certification & accreditation Modules | Q4: EXCO resolution on approved report on OCAS certification & accreditation modules |
| <b>Targets</b>   | <b>Admissible Evidence</b>   |                |                            |                              |   |  |   |  |   |   |  |
| Q1: Developed OCAS IT System   | Q1: EXCO resolution on approved progress report on developed system  |                |                            |                              |   |  |   |  |   |   |  |
| Q2: Registration of Operators for piloting certification and accreditation | Q2: EXCO resolution on approved progress report on Operators registered  |                |                            |                              |   |  |   |  |   |   |  |
| Q3: Testing and refining certification and accreditation modules           | Q3: EXCO resolution on approved pilot report on the certification and accreditation modules  |                |                            |                              |   |  |   |  |   |   |  |
| Q4: Piloted the certification & accreditation Modules                      | Q4: EXCO resolution on approved report on OCAS certification & accreditation modules   |                |                            |                              |   |  |   |  |   |   |  |
| <b>Indicator Responsibility</b>  | Executive Manager: Regulatory Services   |                |                            |                              |   |  |   |  |   |   |  |

**Indicator 1.2**

Table 10: TID for Indicator 1.2.

| <b>Indicator Title</b>                   |  | <b>Implemented market access regulation tool</b>  |
|--|--|---|
| <b>Definition</b>                        | <p>The indicator seeks to improve the MAR Model through conducting research and updating the identified parameters</p> <p><i>Explanation of terms:</i></p> <ul style="list-style-type: none"> <li>MAR parameter refers to the measurements for benchmarking purposes. The basic model structure estimates the number of permits required between any two areas in a corridor, for which the parameters are estimated</li> <li>Previously developed MAR tool</li> <li>All research reports previously produced on MAR</li> <li>Current permits stats on Mozambique routes (for Q1)</li> <li>MAR model reviewed report</li> <li>Department of Home Affairs Annual Statistics on passenger movement through land borders</li> </ul> |   |
| <b>Source of data</b>                    | <ul style="list-style-type: none"> <li>Previously developed MAR tool</li> <li>All research reports previously produced on MAR</li> <li>Current permits stats on Mozambique routes (for Q1)</li> <li>MAR model reviewed report</li> <li>Department of Home Affairs Annual Statistics on passenger movement through land borders</li> </ul>  |   |
| <b>Method of calculation/ assessment</b> | Qualitative – assessment of the updated parameters   |   |
| <b>Means of verification</b>             | <ul style="list-style-type: none"> <li>Exco approved report on updated parameters</li> <li>Executive Committee Resolution on updated parameters</li> <li>Summary of the research report</li> <li>Report reflecting added new Mozambique routes</li> </ul>  |   |
| <b>Assumptions</b>                       | <ul style="list-style-type: none"> <li>Land Borders are opened</li> <li>Mozambique still supportive of the project</li> </ul>  |   |
| <b>Disaggregation of Beneficiaries</b>   | Not applicable   |   |
| <b>Spatial Transformation</b>            | Not applicable   |   |
| <b>Calculation Type</b>                  | Non- Cumulative  |   |
| <b>Reporting Cycle</b>                   | Quarterly (Q)  |   |
| <b>Desired Performance</b>               | Annual Target: Updated Parameters of MAR Model   |   |
| <b>Indicator Responsibility</b>          | <p><b>Targets</b></p> <p>Q1: Updated Mozambique routes</p> <p>Q2: Updated MAR Parameters -Average speed Mozambique</p> <p>Q3: Updated MAR Parameters-Border crossing times Mozambique</p> <p>Q4: Updated MAR Model Parameters</p> <p><b>Executive Manager: Regulatory Services</b></p>   | <p><b>Admissible Evidence</b></p> <p>Q1: EXCO resolution on approved updated routes for Mozambique</p> <p>Q2: EXCO resolution on approved updated Mozambique average speed crossing times</p> <p>Q3: EXCO resolution on approved updated Mozambique border crossing times</p> <p>Q4: EXCO resolution on approved recommended Updated Model Parameters</p> |

## 4.2 Programme 2: Law Enforcement

**PURPOSE:** Law Enforcement function ensures that there is compliance with cross border road transport act, permit requirements, road transport and traffic legislations and maintaining records of operators. This function has been split into two sub-programmes, namely: -

- **Road Transport Inspectorate** is mandated with responsibility of ensuring that transporter of commuters and freight are in possession of valid cross border permits and monitors drivers' compliance with the law and road safety regulations by carrying out vehicle inspections along border-corridor routes.
- **Profiling Services** is responsible for the gathering and generating intelligence for law enforcement purposes; profile operators based on operational conduct that is used for evidence-based decision making and developing law enforcement standards benchmarks.

### 4.2.1. Outcomes, Outputs, Performance Indicators and Targets per Programme

Table below demonstrate how this programme will progressively achieve the desired impact over the medium-term period i.e. over three (3) years:

Table 11: Outcomes, Outputs, Performance Indicators and MTEF Targets

| No. | Outcome   | Outputs                           | Output Indicator                             | Annual Targets              |         |   |   |  |                                     |                                   |
|-----|---|-----------------------------------|--|-----------------------------|---------|---|---|--|-------------------------------------|-----------------------------------|
|     |   |                                   |  | Audited /Actual Performance |         |   | Estimated Performance                   | MTEF Period  |                                     |                                   |
|     |   |                                   |  | 2018/19                     | 2019/20 | 2020/21   | 2021/22                                 | 2022/23  | 2023/24                             | 2024/25                           |
| 2.1 | Improved compliance to cross border road transport regulation | Implemented smart Law enforcement | Efficient smart <sup>3</sup> law enforcement | -                           | -       | The Smart Law Enforcement vehicle was piloted in two border posts | Implemented smart law enforcement tools | Impact assessment of the smart law enforcement vehicle | Assessment of law enforcement tools | Implemented smart law enforcement |

<sup>3</sup> Smart law enforcement includes intelligent law enforcement and use of technology to conduct law enforcement

| No. | Outcome                                       | Outputs                                 | Output Indicator                                      | Annual Targets              |         |  |   |   |   |   |
|-----|---|---|---|-----------------------------|---------|--|---|---|---|---|
|     |   |   |   | Audited /Actual Performance |         | Estimated Performance  | MTEF Period                             |   |   |   |
|     |   |   |   | 2018/19                     | 2019/20 | 2020/21  | 2021/22                                 | 2022/23                                 | 2023/24   | 2024/25                                       |
| 2.2 | Safe and reliable cross border road transport | Implemented C-BRTA road safety strategy | Developed and implemented C-BRTA road safety strategy | -                           | -       | The Cross-Border Road Safety Strategy and the 2021/2022 Implementation Plan were developed and approved by the Executive Committee | Implemented C-BRTA road safety strategy | Implemented C-BRTA road safety strategy | Assessment of the impact of the C-BRTA road safety strategy | Implemented cross-border road safety strategy |

#### 4.2.2 Output Indicators, Annual and Quarterly Targets

The table below represents how the annual targets will be achieved on a quarterly basis:

Table 12: Output Indicators: Annual & Quarterly Targets

| No. | Output Indicator                                      | Annual Target  | Q1  | Q2  | Q3  | Q4   |
|-----|---|--|---|---|---|--|
| 2.1 | Efficient smart law enforcement                       | Impact assessment of the smart law enforcement vehicle | Implemented joint law enforcement intelligence driven operations with the Municipalities of West Rand and Lephalale | Deployed smart law enforcement vehicle at the Trans Kalahari corridor | Conducted Regional Joint law enforcement operation with Zimbabwe  | Conducted impact assessment on the use of smart law enforcement vehicle at borders |
| 2.2 | Developed and implemented C-BRTA Road Safety Strategy | Implemented C-BRTA road safety strategy                | Conducted one special joint law enforcement operation on Malaysia/LDV   | Conducted one joint law enforcement operation with one member state   | Conducted road safety awareness with cross border buses and taxis | Implemented one initiative of the Regional corridor road safety programmes         |



#### 4.2.3 Explanation of planned performance over the medium-term period and rationale for output

- **Implemented smart law enforcement:** The Agency is deploying a smart law enforcement vehicle with a view to enhance law enforcement operations and promote compliance to the C-BRT Act and various other road regulations. The vehicle is installed with an Automatic Number Plate Recognition System and interfaces with the Cross-Border Management System, eNaTIS and other law enforcement system.
- **Implemented C-BRTA road safety strategy:** The Agency has developed and is implementing a Cross Border Road Safety Strategy. The implementation of the strategy contributes towards achieving the objectives of the UN Decade of Action of reducing road fatalities. The strategy is also aligned to the National Road Safety Strategy and outlines various cross border road safety programmes.

#### 4.2.4 Programme Resource Consideration

Law Enforcement entails inspections and enforcing compliance with cross border road transport laws and regulations. The function was outsourced to Road Transport Management Corporations (RTMC) which entity perform Road Transport Inspectorate on behalf of the C-BRTA on a principal agency relationship basis. The C-BRTA pays RTMC management fee based on the amount of penalties collected by the inspectorate. Expenditure in law enforcement is expected to decrease due reduced inspectorate activities occasioned by COVID-19 and closure of borders. Thereafter the expenditure is expected to increase annually by inflation.

The table below represents the allocation of the resources for the achievement of the desired output.

Table 13: Programme 2 Resource Consideration

| Output                                    | Expenditure |         |         |         | Current Budget | Medium-Term Expenditure Estimates |         |         |
|---|-------------|---------|---------|---------|----------------|-----------------------------------|---------|---------|
|   | 2018/19     | 2019/20 | 2020/21 | 2021/22 |                | 2022/23                           | 2023/24 | 2024/25 |
|   | R'000       | R'000   | R'000   | R'000   |                | R'000                             | R'000   | R'000   |
| Implemented smart Law enforcement vehicle | 37 178      | 43 780  | 18 819  | 35 735  | 55 518         | 58 183                            | 61 034  |         |
| Implemented C-BRTA road safety strategy   |             |         |         |         |                |                                   |         |         |

**Technical Indicator Descriptors**  
**Indicator 2.1**

Table 14: TID for indicator 2.1

| Efficient Smart Law Enforcement          |   |
|--|---|
| Indicator Title                          |   |
| <b>Definition</b>                        | <ul style="list-style-type: none"> <li>This indicator means that C-BRTA will assess the results of the implemented smart law enforcement vehicle at border posts with a view to improve law enforcement operations.</li> </ul> <p><b>Explanation of terms:</b></p> <ul style="list-style-type: none"> <li>Efficient means the smart law enforcement tools implemented to achieve maximum productivity/yield with the limited capacity at the Agency's disposal.</li> <li>Smart law enforcement includes intelligent driven law enforcement and use of technology to conduct law enforcement operations</li> </ul> |
| <b>Source of data</b>                    | EXCO approved smart vehicle implementation progress reports   |
| <b>Method of calculation/ assessment</b> | Qualitative - Assessment reports on the smart law enforcement techniques  |
| <b>Means of verification</b>             | <ul style="list-style-type: none"> <li>EXCO approved smart vehicle implementation progress report as per implementation plan.</li> <li>EXCO approved Impact assessment Report on the use of smart law enforcement vehicle at borders.</li> <li>EXCO approved smart law enforcement annual implementation plan</li> </ul>  |
| <b>Assumptions</b>                       | <ul style="list-style-type: none"> <li>Budget availability</li> <li>Resource allocation</li> <li>Sourcing of identified techniques</li> </ul>   |
| <b>Disaggregation of Beneficiaries</b>   | Not applicable  |
| <b>Spatial Transformation</b>            | Not applicable  |
| <b>Calculation Type</b>                  | Non-Cumulative  |
| <b>Reporting Cycle</b>                   | Quarterly (Q)   |

| Efficient Smart Law Enforcement |   |
|---------------------------------|---|
| Indicator Title                 |   |
| Desired Performance             | <p>Annual Target: Impact assessment of the smart law enforcement vehicle</p> <p><b>Targets</b></p> <p><b>Q1:</b> Implemented joint Law enforcement intelligence driven operations with the Municipalities of West Rand and Lephahale</p> <p><b>Q2:</b> Deployed smart law enforcement vehicle at the Trans Kalahari corridor</p> <p><b>Q3:</b> Conducted Regional Joint Law enforcement operation with Zimbabwe</p> <p><b>Q4:</b> Conducted Impact assessment on the use of smart law enforcement vehicle at borders</p> <p><b>Admissible Evidence</b></p> <p><b>Q1 – Q3:</b> EXCO resolutions on approved smart vehicle implementation progress report as per implementation plan</p> <p><b>Q4:</b> EXCO resolution on approved Impact assessment on the use of smart law enforcement vehicle at borders</p> |
| Indicator Responsibility        | Executive Manager: Research and Development   |

**Indicator 2.2**

Table 15: TID for Indicator 2.2

| Developed and implemented C-BRTA Road Safety Strategy |   |
|---|---|
| <b>Indicator Title</b>                                |   |
| <b>Definition</b>                                     | This indicator means that the Agency will implement the developed C-BRTA Road Safety Strategy that informs and guides its Road Safety Management Systems.   |
| <b>Source of data</b>                                 | <ul style="list-style-type: none"> <li>• Approved C-BRTA Road safety Strategy</li> <li>• National Road safety strategy</li> <li>• Regional Corridor Road safety strategy</li> <li>• Joint law enforcement operations reports</li> </ul> |
| <b>Method of calculation/ assessment</b>              | Qualitative -Assessment results on the implemented road safety programs   |
| <b>Means of verification</b>                          | <ul style="list-style-type: none"> <li>• EXCO approved implementation progress reports</li> <li>• EXCO approved C-BRTA Annual Road Safety Implementation plan.</li> </ul>   |
| <b>Assumptions</b>                                    | <ul style="list-style-type: none"> <li>• Budget availability</li> <li>• Resource allocation</li> </ul>  |
| <b>Disaggregation of Beneficiaries</b>                | Not applicable  |
| <b>Spatial Transformation</b>                         | Not applicable  |
| <b>Calculation Type</b>                               | Non-cumulative  |
| <b>Reporting Cycle</b>                                | Quarterly (Q)   |

| Developed and implemented C-BRTA Road Safety Strategy |  |
|---|--|
| Indicator Title                                       | <b>Developed and implemented C-BRTA Road Safety Strategy</b>   |
| Desired Performance                                   | <p>Annual Target: Implemented C-BRTA road safety strategy</p> <p><b>Targets</b><br/>                     Q1: Conducted one special joint law enforcement operation on Malaysia/LDV<br/>                     Q2: Conducted one Joint law enforcement operation with one member state<br/>                     Q3: Conducted Road safety awareness with cross border buses and taxis<br/>                     Q4: Implemented one initiative of the Regional corridor road safety programmes</p> <p><b>Admissible Evidence</b><br/>                     Q1: EXCO resolution on approved joint law enforcement report on Malaysia/LDV<br/>                     Q2: EXCO resolution on approved joint law enforcement report with member state<br/>                     Q3: EXCO resolution on approved Road safety awareness report on cross-border buses and taxis<br/>                     Q4: EXCO resolution on approved implementation report; Regional corridor road safety program</p> |
| Indicator Responsibility                              | <b>Executive Manager: Research and Development</b>   |

### 4.3 Programme 3: Facilitation

**PURPOSE:** Facilitation collaborates and forms relations with both primary and secondary stakeholders within the industry, in view of attaining the desired state of free-flowing transport of goods and passengers along the corridors. It further facilitates regional integration through a structured campaign that seeks to influence the African agenda for change. The programme is comprised of four sub-programmes, namely: -

- **Operator Relations** is a sub-programme responsible for the establishment of structures, conduct consultations by engaging with stakeholders, handle complaints and conflicts among operators and identify peaceful solutions or agreements among cross border road transport associations in conflicts emanating from competition for transport routes.
- **Facilitation (Corridor Development and Border Interventions)** is a sub-programme responsible for establishing and maintaining cooperative and consultative relationships and structures with stakeholders in the three spheres of government including Border and Corridor stakeholders.
- **Industry Development** is a sub-programme responsible for enhancing development of the industry through direct participation in industry related initiatives and the implementation of initiatives aimed at enhancing industry development.
- **International Relations** is a sub-programme responsible for establishing and maintaining cooperative and consultative relationships and structures with SADC counterparts and the rest of the Tripartite and international stakeholders at large that have an interest in the cross-border road transport value chain.

#### 4.3.1 Outcomes, Outputs, Performance Indicators and MTEF Targets

Table below demonstrate how this programme will progressively achieve the desired impact over the medium-term period i.e. over three (3) years:

Table 16: Outcomes, Outputs, Performance Indicators and MTEF Targets

| No. | Outcome                         | Outputs   | Output Indicator   | Annual Targets  |  |  |   |  |   |   |
|-----|---------------------------------|---|--|---|--|--|---|--|---|---|
|     |                                 |   |  | Audited /Actual Performance   |  | Estimated Performance  | MTEF Period   |  |   |   |
|     |                                 |   |  | 2018/19   | 2019/20  | 2020/21  | 2021/22   | 2022/23  | 2023/24   | 2024/25   |
| 3.1 | Harmonised economic regulations | Implemented CBRT-RF Initiatives linked to SADC Protocol | Percentage implementation of C-BRTA plan linked to the CBRT-RF Action Plan | EXCO approved assessment report on the level of compliance with the SADC Protocol and regional agreements | Monitoring implementation of the SADC protocol and regional agreements | Implementation 70% of the SADC Protocol and other agreements on cross border related matters | Implemented 30% of the SADC Protocol and other agreements on cross border related matters | Implemented 40% of C-BRTA plan linked to CBRT-RF action plan | Implemented 50% C-BRTA plan linked to CBRT-RF action plan | 90% compliance to harmonised cross border road transport policies |

| No. | Outcome  | Outputs  | Output Indicator   | Annual Targets              |         |   |   |   |   |   |
|-----|--|--|--|-----------------------------|---------|---|---|---|---|---|
|     |  |  |  | Audited /Actual Performance |         |   | Estimated Performance   |   | MTEF Period   |   |
|     |  |  |  | 2018/19                     | 2019/20 | 2020/21   | 2021/22   | 2022/23   | 2023/24   | 2024/25   |
| 3.2 | Increased participation by historical disadvantaged individuals      | Growing participation of target groups in the freight cross border road transport industry | Percentage increase in the number of participating target groups in the freight cross border road transport industry | -                           | -       | The baseline for the participating target groups was established  | 0.5% increase in the number of participating women, youth and people living with disabilities in the freight and border road transport industry | 2% increase in the number of participating women, youth and people living with disabilities in the freight cross border road transport industry | 2.5% increase in the number of participating women, youth and people living with disabilities in the freight cross border road transport industry | 5% increase in the number of participating target group in the freight cross border road transport industry<br>Women = 3%<br>Youth = 1%<br>People living with disability = 1% (will either be women and or youth) |
| 3.3 | Fair operating environment for cross border road transport operators | Collected Cross border charges   | Implemented cross border road transport charges model  | -                           | -       | The cross border road transport charges pricing model was approved by EXCO and submitted to National Treasury and DoT | Developed cross border charges implementation strategy  | Implemented cross border charges  | Implemented cross border charges  | Implemented cross border road transport charges   |

### 4.3.2 Output Indicators, Annual and Quarterly Targets

The table below represents how the annual targets will be achieved on a quarterly basis:

Table 17: Outputs Indicator; Annual & Quarterly Targets

| No. | Output Indicator   | Annual Target   | Q1  | Q2  | Q3  | Q4  |
|-----|--|---|---|---|---|---|
| 3.1 | Percentage implementation of C-BRTA plan linked to the CBRT-RF Action Plan   | Implemented 40% of C-BRTA annual plan linked to CBRT-RF action plan   | Implemented 10% C-BRTA annual plan linked to CBRT-RF action plan  | Implemented 20% C-BRTA annual plan linked to CBRT-RF action plan  | Implemented 30% C-BRTA annual plan linked to CBRT-RF action plan  | Implemented 40% C-BRTA annual plan linked to CBRT-RF action plan  |
| 3.2 | Percentage increase in the number of participating target groups in the freight cross border road transport industry | 2% increase in the number of participating women, youth and people living with disabilities in the freight cross border road transport industry | 0.5% increase in the number of participating women, youth and people living with disabilities in the freight cross border road transport industry | 1% increase in the number of participating women, youth and people living with disabilities in the freight cross border road transport industry | 1.5% increase in the number of participating women, youth and people living with disabilities in the freight cross border road transport industry | 2% increase in the number of participating women, youth and people living with disabilities in the freight cross border road transport industry |
| 3.3 | Implemented cross border road transport charges model  | Implemented cross border charges  | Collection infrastructure planned   | Rolled out collection infrastructure  | Implementation and configuration of collection system at collection points  | Implemented cross border charges  |

### 4.3.3 Explanation of planned performance over the medium-term period and rationale for output

- Implemented CBRT-RF Initiatives linked to SADC Protocol**  
 Improved compliance with Chapter 5 and 6 of the SADC Protocol will contribute towards harmonisation of cross border road transport regulations between South Africa and the rest of the SADC region. Harmonisation seeks to bring together various laws, regulations and policies of different countries in the region in such a way that they can be made compatible and comparable, and thus contributing to seamless movement of goods and services. Furthermore, improved compliance with Chapter 5 and 6 of the protocol will contribute to the reduction of barriers to trade, thus increasing free movement of goods and passengers in the region.
- Growing participation by target groups in the freight cross-border road transport industry**  
 The output contributes to the intended outcome of the Agency's strategic intent to transform the industry by increasing participation of historically disadvantaged individuals in the cross-border road transport industry. This will in turn bring the much-needed transformation in the industry. The planned performance in relation to this output is to increase



the participation of the target group in the freight sector by 2% based on the refined baseline. A campaign to attract new entrants which include information sharing session, education and awareness of opportunities in the cross-border space for the target groups. Participation will be in terms of permits issued and sustained operations.

- **Cross-border road transport charges:**

The collection of cross border charges for foreign operators in South Africa will result in a fair operating environment for cross border road transport operators. South Africa is the only country not levying cross order charges in the region and implementation of the charges will level the operating environment for all operators. The Agency therefore seeks to implement cross border charges in the medium term

#### 4.3.4 Programme Resource Consideration

Facilitation Programme collaborates and form relations with both primary and secondary stakeholders within the industry with a view of attaining the desired state of free-flowing transport of goods and passengers along the corridors. It further facilitates regional integration through a structured campaign that seeks to influence the African agenda for change. This is done through stakeholder forums, bilateral and other international forums. Expenditure on stakeholder relations is expected to decrease slightly from the 2019/20 budget due to the impact of COVID-19 which limited the international travels and engagements. Thereafter the expenditure is expected to increase by annual inflation in 2022/23 and 2023/24 respectively.

The table below represents the allocation of the resources for the achievement of the desired output.

Table 18: Programme 3: Resource Consideration

| Output   | Expenditure |         |         | Current Budget | Medium-Term Expenditure Estimates |         |         |
|--|-------------|---------|---------|----------------|-----------------------------------|---------|---------|
|  | 2018/19     | 2019/20 | 2020/21 |                | 2022/23                           | 2023/24 | 2024/23 |
|  | R'000       | R'000   | R'000   |                | R'000                             | R'000   | R'000   |
| Implemented CBRT-RF Initiatives linked to SADC Protocol                                    |             |         |         |                |                                   |         |         |
| Growing participation of target groups in the freight cross-border road transport industry | 13 424      | 14 461  | 14 687  | 23 026         | 24 731                            | 25 943  |         |
| Cross-border road transport charges  |             |         |         |                |                                   |         |         |

## Technical Indicator Descriptors

### Indicator 3.1

Table 19: TID for Indicator 3.1.

| Percentage implementation of C-BRTA plan linked to the CBRT-RF Action Plan |  |
|--|--|
| Indicator Title  |  |
| <b>Definition</b>  | <p>This indicator implies that the Agency seeks to increase the level of compliance with respect to harmonised policies in the region.</p> <p><b>Explanation of terms:</b></p> <ul style="list-style-type: none"> <li>Harmonisation seeks to bring together various policies of different countries in the region in such a way that they can be made compatible and comparable, and thus useful for decision making.</li> </ul>   |
| <b>Source of data</b>  | <ul style="list-style-type: none"> <li>Chapter 5&amp;6 of the SADC Protocol on Transport, Communication &amp; Meteorology</li> <li>C-BRTA EXCO approved implementation Plan</li> <li>CBRT-RF Annual Work Plan</li> </ul>   |
| <b>Method of calculation/ assessment</b>                                   | <p>Quantitative - percentage achieved on implemented C-BRTA linked activities of the SADC Protocol</p> <p>Percentage calculated as follows:</p> <ul style="list-style-type: none"> <li>Number of activities achieved during the quarter divided by the total number of activities planned for the quarter multiplied by 100</li> <li>From quarter 2 going forward, the % achieved for the previous quarter/s will be added to the % achieved during the quarter under review and divided by the number of quarters under consideration.</li> </ul> |
| <b>Means of verification</b>   | <ul style="list-style-type: none"> <li>EXCO approved four (4) Progress report on implementation showing clearly percentage targeted for the quarter</li> <li>EXCO Resolutions</li> </ul>   |
| <b>Assumptions</b>   | <ul style="list-style-type: none"> <li>Adoption of the CBRT-RF Annual Work Plan and C-BRTA EXCO approved implementation plan</li> <li>Buy in from other interested stakeholders</li> </ul>   |
| <b>Disaggregation of Beneficiaries</b>                                     | Not applicable   |
| <b>Spatial Transformation</b>  | Not applicable   |
| <b>Calculation Type</b>  | Cumulative   |
| <b>Reporting Cycle</b>   | Quarterly (Q)  |
| <b>Desired Performance</b>   | <p><b>Annual Target:</b> Implemented 40% C-BRTA annual implementation plan</p> <p><b>Targets</b></p> <p>Q1: Implemented 10% C-BRTA annual plan linked to CBRT-RF action plan</p> <p>Q2: Implemented 20% C-BRTA annual plan linked to CBRT-RF action plan</p> <p>Q3: Implemented 30% C-BRTA annual plan linked to CBRT-RF action plan</p> <p>Q4: Implemented 40% C-BRTA annual plan linked to CBRT-RF action plan</p>   |
| <b>Indicator Responsibility</b>  | <p><b>Executive Manager: Stakeholder Relations</b></p> <p><b>Admissible Evidence</b></p> <p>Q1 – Q4: EXCO Resolution on approved progress reports on implementation of SADC Protocol and other agreements on cross-border related matters</p>  |

**Indicator 3.2**

Table 20: TID for Indicator 3.2

| <b>Percentage increase in the number of participating target groups in the freight cross border road transport industry</b> |   |
|---|---|
| <b>Indicator Title</b>  | <b>Percentage increase in the number of participating target groups in the freight cross border road transport industry</b>   |
| <b>Definition</b>   | <ul style="list-style-type: none"> <li>This indicator is intended to increase the number of women, youth and people living with disabilities in the cross border road transport industry.</li> <li>Target groups means historically disadvantaged individuals. Participating includes both operators that are already in the cross border industry expanding into freight and/or tour operations and those that are new to the cross border industry.</li> </ul>  |
| <b>Source of data</b>   | Progress reports from industry development initiatives  |
| <b>Method of calculation/assessment</b>   | Quantitative - Percentage calculated as follows: <ul style="list-style-type: none"> <li>Percentage achieved = [baseline at 2020/21 – (minus) baseline end of 2021/22] /total number of participating target groups at end 2021/22</li> </ul>  |
| <b>Means of verification</b>  | <ul style="list-style-type: none"> <li>Report highlighting target groups and reflecting increase in the number of women, youth and people living with disabilities participating in the freight cross border road transport industry</li> </ul>   |
| <b>Assumptions</b>  | <ul style="list-style-type: none"> <li>Identified initiatives in the approved Reviewed Industry Development Strategy are implemented</li> <li>Budget is made available to implement the strategy</li> <li>Vacant positions are filled</li> </ul>  |
| <b>Disaggregation of Beneficiaries</b>  | <ul style="list-style-type: none"> <li>1% Women, excludes youth and people living with disabilities</li> <li>0.5% Youth, excludes women and people living with disabilities</li> <li>0.5% people living with disabilities, exclude youth and women</li> </ul>   |
| <b>Spatial Transformation</b>   | Not applicable  |
| <b>Calculation Type</b>   | Cumulative - Achieved targets will be carried over to the consecutive quarters and considered for achievement of the annual target  |
| <b>Reporting Cycle</b>  | Quarterly (Q)   |
| <b>Desired Performance</b>  | Annual Target: 2% increase in the number of participating women, youth and people living with disabilities in the freight cross border road transport industry<br><br><b>Target</b><br>Q1: 0.5% increase in the number of participating women, youth and people living with disabilities in the freight cross border road transport industry<br>Q2: 1% increase in the number of participating women, youth and people living with disabilities in the freight cross border road transport industry<br>Q3: 1.5% increase in the number of participating women, youth and people living with disabilities in the freight cross border road transport industry<br>Q4: 2% increase in the number of participating women, youth and people living with disabilities in the freight cross border road transport industry |
| <b>Indicator Responsibility</b>   | Executive Manager: Stakeholder Relations  |
|   | <b>Admissible Evidence</b><br>Q1: EXCO resolution on approved quarterly report highlighting increase<br>Q2: EXCO resolution on approved quarterly report highlighting increase<br>Q3: EXCO resolution on approved quarterly report highlighting increase<br>Q4: EXCO resolution on approved quarterly report highlighting increase  |

**Indicator 3.3**

Table 21: TID for Indicator 3.3.

| Indicator Title                         |   | Implemented cross border road transport charges model  |
|---|---|--|
| <b>Definition</b>                       | Seeks to implement cross border charges at prioritised border posts based on reciprocity. This will result in a harmonised cross border environment.<br><b>Explanation of terms:</b><br>Cross border charges are levies payable by foreign operators in another country which are not paid by operators registered in that country. |  |
| <b>Source of data</b>                   | <ul style="list-style-type: none"> <li>• Cross border charges implementation strategy</li> <li>• Cross border charges business case</li> <li>• Cross border charges pricing model</li> <li>• Cross border charges implementation plan</li> </ul>  |  |
| <b>Method of calculation/assessment</b> | Qualitative – Assessment of required infrastructure/key deliverables for proper implementation of cross border Charges  |  |
| <b>Means of verification</b>            | <ul style="list-style-type: none"> <li>• Progress against implementation plan</li> <li>• Pricing model gazetted</li> <li>• Implementation report</li> <li>• EXCO approved reports</li> </ul>  |  |
| <b>Assumptions</b>                      | <ul style="list-style-type: none"> <li>• Adequate funding for implementation of infrastructure is available</li> <li>• C-BRTA is nominated to collect cross border charges</li> </ul>   |  |
| <b>Disaggregation of Beneficiaries</b>  | Not applicable  |  |
| <b>Spatial Transformation</b>           | Not applicable  |  |
| <b>Calculation Type</b>                 | Cumulative  |  |
| <b>Reporting Cycle</b>                  | Quarterly (Q)   |  |
| <b>Desired Performance</b>              | Annual Target: Implemented cross border charges   | <b>Admissible Evidence</b><br><b>Q1:</b> EXCO resolution on approved collection infrastructure implementation Plan<br><b>Q2:</b> EXCO resolution on approved status report on collection infrastructure implementation<br><b>Q3:</b> EXCO resolution on approved status report on collection system implementation and configuration<br><b>Q4:</b> EXCO resolution on approved implementation report |
| <b>Indicator Responsibility</b>         | Executive Manager: Stakeholder Relations  |  |

#### 4.4 Programme 4: Research And Advisory

**PURPOSE:** The Research and Development Programme conducts in-depth research in relevant areas with the aim of providing scientifically driven solutions to the Agency and information to key industry stakeholders. The information is disseminated with a view to inform relevant policies, strategies and decision-making towards resolving challenges in the cross-border road transport industry, enhancing the unimpeded flow of cross-border road transport movements, regional trade, regional integration, the development of the industry and providing information towards the overall development of the sector. The programme also provides strategic support by driving major initiatives and strategic projects in the Agency to enable the organisation to achieve its objectives and goals as well as project management support. Research and Development has two sub-programmes, namely: -

- **Research Services** which is responsible for conducting in-depth research in relevant areas with the aim of providing scientifically driven solutions to the Agency and information to key industry stakeholders.

##### 4.4.1 Outcomes, Outputs, Performance Indicators and MTEF Targets

Table below demonstrate how this programme will progressively achieve the desired impact over the medium-term period i.e. over three (3) years:

Table 22: Outcomes, Outputs, Performance Indicators and MTEF Targets

| No. | Outcome  | Outputs  | Output Indicator  | Annual Targets              |   |                                  |   |   |   |  |
|-----|--|--|---|-----------------------------|---|----------------------------------|---|---|---|--|
|     |  |  |   | Audited /Actual Performance |   | Estimated Performance            | MTEF Period   |   |   |  |
|     |  |  |   | 2018/19                     | 2019/20   | 2020/21                          | 2021/22   | 2022/23   | 2023/24   | 2024/25  |
| 4.1 | Functional and reliable cross border road transport trade facilitation information | Functional cross border road transport trade facilitation information platform | Developed and implemented cross border road transport trade facilitation platform | ASCBOR Country Profiles     | ASCBOR Country Profiles cross border calculator | Established information platform | Updated cross border road transport and trade facilitation information platform | Monitored access to the information Platform by respective stakeholders | Monitored access to the information Platform for commercialisation of information | Functional cross border road transport trade facilitation information platform |

#### 4.4.2 Output Indicators, Annual and Quarterly Targets

The table below represents how the annual targets will be achieved on a quarterly basis:

Table 23: Output Indicator: Annual & Quarterly target for programme

| No. | Output Indicator  | Annual Target   | Q1  | Q2  | Q3  | Q4  |
|-----|---|---|---|---|---|---|
| 4.1 | Developed and implemented cross border road transport trade Facilitation platform | Monitored access to the Information Platform by respective stakeholders | Upload research information on Platform for use by the industry respective stakeholders | Upload research information on Platform for use by the industry stakeholder | Monitored access to the information platform by the respective stakeholders | Monitored access to the information platform by the respective stakeholders |

#### 4.4.3 Explanation of planned performance over the medium-term period and rationale for output

- **Functional Cross border road transport and trade facilitation information platform:** In the SADC region there is a shortage of information on cross border road transport and trade facilitation which the Agency is seeking to provide to enable seamless cross border road transport operations and sustainability, corridor performance, trade flow and regional integration.

#### 4.4.4 Programme Resource Consideration

Research and Advisory Programme provides strategic and operational support within the Agency through project management, research, business performance, monitoring and evaluation, strategic and stakeholder relations, customer services. The Agency uses mostly internal experts and researchers to undertake research activities and implement research programmes such as information platform. Thus, expenditure on research and development is expected to decrease due to impact of COVID-19 on research work. Thereafter expenditure is expected to increase by annual inflation.

The table below represents the allocation of the resources for the achievement of the desired output.

Table 24: Programme 4: Resource Consideration

| Output   | Expenditure |         |         |         | Current Budget |         |         | Medium-Term Expenditure Estimates |       |
|--|-------------|---------|---------|---------|----------------|---------|---------|-----------------------------------|-------|
|  | 2018/19     | 2019/20 | 2020/21 | 2021/22 | 2022/23        | 2023/24 | 2024/25 |                                   |       |
|  | R'000       | R'000   | R'000   | R'000   | R'000          | R'000   | R'000   | R'000                             | R'000 |
| Functional cross border road transport and trade facilitation information platform | 28 396      | 27 339  | 26 650  | 29 289  | 14 283         | 14 968  | 15 702  |                                   |       |

**Technical Indicator Descriptors****Indicator 4.1**

Table 25: TID for Indicator 4.1.

| <b>Developed and implemented cross-border road transport and trade information platform</b> |   |        |                     |  |   |  |   |   |   |   |   |
|---|---|--------|---------------------|--|---|--|---|---|---|---|---|
| <b>Indicator Title</b>  |   |        |                     |  |   |  |   |   |   |   |   |
| <b>Definition</b>   | This indicator means that the Agency uploads information on the information platform and avail the information for access by the cross border transport and trade industry.   |        |                     |  |   |  |   |   |   |   |   |
| <b>Source of data</b>   | Past completed research outcomes i.e. ASCBORs, CBFC reports, CPI report, Trade Volumes report, Country Profile reports, Cost of Doing Business reports  |        |                     |  |   |  |   |   |   |   |   |
| <b>Method of calculation/ assessment</b>  | Qualitative based on assessment of information compiled in the reports  |        |                     |  |   |  |   |   |   |   |   |
| <b>Means of verification</b>  | <ul style="list-style-type: none"> <li>• System generated reports on accessed information</li> <li>• System report on finalised research reports uploaded</li> <li>• Monitoring analysis report</li> <li>• EXCO approved resolutions</li> </ul>   |        |                     |  |   |  |   |   |   |   |   |
| <b>Assumptions</b>  | <ul style="list-style-type: none"> <li>• The platform is user-friendly</li> <li>• Information is available in the required format by stakeholders</li> <li>• There is sufficient research capacity to meet information generation demand</li> </ul>   |        |                     |  |   |  |   |   |   |   |   |
| <b>Disaggregation of Beneficiaries</b>  | Not applicable  |        |                     |  |   |  |   |   |   |   |   |
| <b>Spatial Transformation</b>   | Not applicable  |        |                     |  |   |  |   |   |   |   |   |
| <b>Calculation Type</b>   | Non-cumulative  |        |                     |  |   |  |   |   |   |   |   |
| <b>Reporting Cycle</b>  | Quarterly (Q)   |        |                     |  |   |  |   |   |   |   |   |
| <b>Desired Performance</b>  | Annual Target: Monitored Access of Information Platform by respective stakeholders  |        |                     |  |   |  |   |   |   |   |   |
|   | <table border="1"> <thead> <tr> <th>Target</th> <th>Admissible Evidence</th> </tr> </thead> <tbody> <tr> <td>Q1: Upload research information on Platform for use by the respective stakeholders</td> <td>Q1: EXCO resolution on approved System generated report on uploaded information</td> </tr> <tr> <td>Q2: Upload research information on Platform for use by the respective stakeholders</td> <td>Q2: EXCO resolution on approved System generated report on uploaded information</td> </tr> <tr> <td>Q3: Monitored access to the information platform by the respective stakeholders</td> <td>Q3: EXCO resolution on approved Monitoring analysis report on user access</td> </tr> <tr> <td>Q4: Monitored access to the information platform by the respective stakeholders</td> <td>Q4: EXCO resolution on approved Monitoring analysis report on user access</td> </tr> </tbody> </table> | Target | Admissible Evidence | Q1: Upload research information on Platform for use by the respective stakeholders | Q1: EXCO resolution on approved System generated report on uploaded information | Q2: Upload research information on Platform for use by the respective stakeholders | Q2: EXCO resolution on approved System generated report on uploaded information | Q3: Monitored access to the information platform by the respective stakeholders | Q3: EXCO resolution on approved Monitoring analysis report on user access | Q4: Monitored access to the information platform by the respective stakeholders | Q4: EXCO resolution on approved Monitoring analysis report on user access |
| Target  | Admissible Evidence   |        |                     |  |   |  |   |   |   |   |   |
| Q1: Upload research information on Platform for use by the respective stakeholders          | Q1: EXCO resolution on approved System generated report on uploaded information   |        |                     |  |   |  |   |   |   |   |   |
| Q2: Upload research information on Platform for use by the respective stakeholders          | Q2: EXCO resolution on approved System generated report on uploaded information   |        |                     |  |   |  |   |   |   |   |   |
| Q3: Monitored access to the information platform by the respective stakeholders             | Q3: EXCO resolution on approved Monitoring analysis report on user access   |        |                     |  |   |  |   |   |   |   |   |
| Q4: Monitored access to the information platform by the respective stakeholders             | Q4: EXCO resolution on approved Monitoring analysis report on user access   |        |                     |  |   |  |   |   |   |   |   |
| <b>Indicator Responsibility</b>   | Executive Manager: Research and Development   |        |                     |  |   |  |   |   |   |   |   |

## 4.5 Programme 5: Administration

**PURPOSE:** This programme provides support to the core functions in executing the mandate on the delivery of set targets through provision of strategic and operational support within the Agency. It carries the responsibility of improving business efficiency, as well as to promote structured and coherent performance and monitoring mechanisms thereby carrying out integrity and risk management, business performance monitoring and evaluation, customer services, strategic communication, financial and supply chain management as well as information technology. This is made possible through various sub-programmes; namely: -

- **Corporate Services** provides professional advice and corporate service support including human resources, legal services as well as facilities management.
- **Information and Communication Technology (ICT)** which provides information and communication technology support to the Agency while ensuring compliance with statutory requirements and best practice models.
- **Finance and Supply Chain Management (SCM)** provides financial and supply chain management to the Agency while ensuring compliance with statutory requirements and best practice models.
- **Strategic Monitoring and Evaluation**
- **Integrity Management Services**
- **Finance and Supply Chain Management**

### 4.5.1 Outcomes, Outputs, Performance Indicators and MTEF Targets

Table below demonstrate how this programme will progressively achieve the desired impact over the medium-term period i.e. over three (3) years:  
Table 26: Outcomes, Output, Performance Indicators and MTEF Targets

| No. | Outcome  | Outputs                                       | Output Indicator                           | Annual Targets              |         |  |   |   |   |  |
|-----|--|---|--|-----------------------------|---------|--|---|---|---|--|
|     |  |   |  | Audited /Actual Performance |         |  | Estimated Performance   | MTEF Period   |   |  |
|     |  |   |  | 2018/19                     | 2019/20 | 2020/21  | 2021/22   | 2022/23   | 2023/24   | 2024/25                                    |
| 5.1 | Viable <sup>4</sup> cross border road transport economic regulator | Functional Digital and Mobile Permit Platform | Implemented cross border management system | -                           | -       | Operational iCBMS (Online and front office permits issued via new iCBMS) and integrated platform implemented | Integrated the new iCBMS with external or third-party systems | Piloted the Digital and Mobile Permit Platform (DMPP) | Implemented full OCAS system integration with iCBMS | Incorporated 4IR technologies within iCBMS |

<sup>4</sup> Viable economic regulator means that the Agency is financial sustainable, it has efficient business operating systems, it is a high performing organisation and employer of choice



| No. | Outcome  | Outputs                                       | Output Indicator   | Annual Targets              |         |  |  |  |  |  |
|-----|--|---|--|-----------------------------|---------|--|--|--|--|--|
|     |  |   |  | Audited /Actual Performance |         |  | Estimated Performance  | MTEF Period  |  |  |
|     |  |   |  | 2018/19                     | 2019/20 | 2020/21  | 2021/22  | 2022/23  | 2023/24  | 2024/25  |
| 5.2 | Viable <sup>6</sup> cross border road transport economic regulator | Implemented comprehensive HR strategy         | Percentage implementation of HR Strategy initiatives           | -                           | -       | Implemented prioritised culture initiatives in the revised enhancement Implementation Plan | Implemented prioritised culture enhancement initiatives as per 2021/22 Implementation Plan | Implemented 30% identified HR Strategy initiatives               | Implemented 70% identified HR Strategy initiatives               | Implemented 90% identified HR Strategy initiatives               |
| 5.3 |  | Implemented Integrated Communication Strategy | Percentage implementation of integrated communication strategy | -                           | -       | -  | Implemented initiatives in the Integrated Communication Strategy                           | Implemented 20% of Integrated Communication Strategy initiatives | Implemented 60% of Integrated Communication Strategy initiatives | Implemented 80% of Integrated Communication Strategy initiatives |
| 5.4 |  | COVID-19 Regulations compliant                | Implemented COVID-19 response plan initiatives                 | -                           | -       | -  | Implemented COVID-19 response plan   | Implemented COVID-19 response plan                               | Implemented COVID-19 response plan                               | Implemented COVID-19 response plan                               |

<sup>6</sup> Viable economic regulator means that the Agency is financial sustainable, it has efficient business operating systems, it is a high performing organisation and employer of choice

| No. | Outcome  | Outputs                                   | Output Indicator  | Annual Targets              |         |         |   |   |   |   |   |
|-----|--|---|---|-----------------------------|---------|---------|---|---|---|---|---|
|     |  |   |   | Audited /Actual Performance |         |         | Estimated Performance   | MTEF Period   |   |   |   |
|     |  |   |   | 2018/19                     | 2019/20 | 2020/21 | 2021/22   | 2022/23   | 2023/24   | 2024/25   |   |
| 5.5 | Improved governance and strengthened control environment | Addressed Parliamentary questions         | Percentage responses to Parliamentary questions within stipulated timelines | -                           | -       | -       | 100% responses to parliamentary questions                     | 100% responses to parliamentary questions                     | 100% responses to parliamentary questions                     | 100% responses to parliamentary questions                     | 100% responses to parliamentary questions                     |
| 5.6 |  | Resolved reported incidents of corruption | Percentage resolution of reported incidents of corruption                   | -                           | -       | -       | 95% resolution of reported incidents of corruption            | 100% resolution of reported incidents of corruption           | 95% resolution of reported incidents of corruption            | 100% resolution of reported incidents of corruption           | 100% resolution of reported incidents of corruption           |
| 5.7 |  | Functional ethics committee               | Ethics committees established and operationalised                           | -                           | -       | -       | Monitored Operations of the Ethics Committees                 | Ethics Committees operationalised                             | Ethics Committees operationalised                             | Ethics Committees operationalised                             | Ethics Committees operationalised                             |
| 5.8 |  | Resolved audit findings                   | Percentage implementation of action plans to address audit findings         | -                           | -       | -       | 100% implementation of action plans to address audit findings | 100% implementation of action plans to address audit findings | 100% implementation of action plans to address audit findings | 100% implementation of action plans to address audit findings | 100% implementation of action plans to address audit findings |
| 5.9 |  | Maintained unqualified audit outcomes     | Regulatory Audit Outcome by the Auditor-General of South Africa (AGSA)      | -                           | -       | -       | Unqualified Audit Report with no significant findings         | Unqualified Audit Report with no significant findings         | Unqualified Audit Report with no significant findings         | Unqualified Audit Report with no significant findings         | Clean audit outcomes  |

| No.  | Outcome  | Outputs                            | Output Indicator                                    | Annual Targets              |         |         |  |  |  |
|------|--|------------------------------------|---|-----------------------------|---------|---------|--|--|--|
|      |  |                                    |   | Audited /Actual Performance |         |         | Estimated Performance                      | MTEF Period                                |  |
|      |  |                                    |   | 2018/19                     | 2019/20 | 2020/21 |  | 2022/23                                    | 2023/24                                    |
| 5.10 | Improved governance and strengthened control environment | PFMA payment requirement compliant | Percentage compliance to 30 day payment requirement | -                           | -       | -       | 100% of valid invoices paid within 30 days | 100% of valid invoices paid within 30 days | 100% of valid invoices paid within 30 days |

#### 4.5.2 Output Indicators, Annual and Quarterly Targets

The table below represents how the annual targets will be achieved on a quarterly basis:

Table 27: Output Indicator: Annual & Quarterly Targets

| No. | Output Indicator  | Annual Target  | Q1  | Q2  | Q3   | Q4  |
|-----|---|--|---|---|--|---|
| 5.1 | Implemented cross border management system                                  | Piloted the Digital and Mobile Permit Platform (DMPP)            | Designed the DMPP   | Developed 50% of the designed DMPP                                  | Developed 100% of the designed DMPP                                  | Piloted the DMPP  |
| 5.2 | Percentage implementation of HR Strategy initiatives                        | Implemented 30% identified HR Strategy initiatives               | Implemented 5% identified HR Strategy initiatives         | Implemented 10% identified HR Strategy initiatives                  | Implemented 10% identified HR Strategy initiatives                   | Implemented 5% identified HR Strategy initiatives                     |
| 5.3 | Percentage implementation of the Integrated Communication Strategy          | Implemented 20% of Integrated Communication Strategy initiatives | Implemented 2.5% of the Integrated Communication Strategy | Implemented 5% of the Integrated Communication Strategy initiatives | Implemented 10% of the Integrated Communication Strategy initiatives | Implemented 2.5% of the Integrated Communication Strategy initiatives |
| 5.4 | Implemented COVID-19 response plan initiatives                              | Implemented COVID-19 response plan                               | Implemented COVID-19 response plan                        | Implemented COVID-19 response plan                                  | Implemented COVID-19 response plan                                   | Implemented COVID-19 response plan                                    |
| 5.5 | Percentage responses to Parliamentary questions within stipulated timelines | 100% responses to Parliamentary questions received from the DoT  | -   | 100% Parliamentary Questions to EXCO for approval                   | -  | 100% Parliamentary Questions to EXCO for approval                     |
| 5.6 | Percentage resolution of reported incidents of corruption                   | 95% resolution of reported incidents of corruption               | -   | 95% of reported incidents resolved                                  | -  | 95% of reported incidents resolved                                    |

| No.  | Output Indicator   | Annual Target   | Q1   | Q2  | Q3   | Q4  |
|------|--|---|--|---|--|---|
| 5.7  | Ethics committees established and operationalised                      | 100% on implementation of Social and Ethics committees plan   | -  | 50% on implementation of Social and Ethics committees plan    | -  | 100% on implementation of Social and Ethics committees' plan  |
| 5.8  | Percentage implementation of action plans to address audit findings    | 100% implementation of action plans to address audit findings | -  | 100% implementation of action plans to address audit findings | -  | 100% implementation of action plans to address audit findings |
| 5.9  | Regulatory Audit Outcome by the Auditor-General of South Africa (AGSA) | Unqualified Audit Report with no significant findings         | -  | Unqualified Audit Report with no significant findings         | -  | -   |
| 5.10 | Percentage compliance to 30 day payment requirement                    | 100% of valid invoices paid within 30 days                    | 100% of valid invoices paid within 30 days | 100% of valid invoices paid within 30 days                    | 100% of valid invoices paid within 30 days | 100% of valid invoices paid within 30 days                    |

### 4.5.3 Explanation of planned performance over the medium-term period and rationale for output

- **Functional Digital and Mobile Permit Platform:** The Agency is implementing an Integrated Cross Border Management System which will decentralize permit applications and enable real-time processing of permit applications. The system will also provide a platform for digital permits.
- **Implemented comprehensive HR strategy:** The target relate to the implementation of various culture change initiatives to enable the Agency to achieve its desired culture. The initiatives are included in the culture change plan which is reviewed on an annual basis.
- **Implemented Integrated Communication Strategy:** The implementation of various brand visibility initiatives to improve the brand of the C-BRTA both domestically and in the region. This includes amongst others, initiatives to expose and creating awareness on the work of the C-BRTA and effective engagement with the public and other stakeholders in the cross border value chain.
- **COVID 19 Regulations compliant:** The Agency is adequately responding to the surge of the COVID-19 pandemic that is negatively affecting the normal operations and the wellbeing of both the employees and operators at large. Ensuring compliance with the applicable regulations will not be the only focus, but the focus is that the lives of personnel and business operations are saved during this time. The C-BRTA cannot be a viable cross-border road transport economic regulator without its human capital and its operators.
- **Addressed Parliamentary questions:** Implementation of appropriate internal controls to respond adequately to oral and written Parliamentary questions in line with good governance and to account to the public for its policy choices and actions.
- **Resolved reported incidents of corruption:** The Agency has established an Integrity Management Services unit to promote ethical practices in the Agency through the implementation of its Anti-Corruption Strategy. This includes the investigations of reported incidents within reasonable period of time. The Integrity Management Policy requires that reported incidents be investigated and finalized within sixty working days.
- **Ethics Committee operationalized:** Establishment and operationalization of ethics committee with clear terms of reference to oversee the implementation and governance of ethics in the Agency.
- **Resolved audit findings:** Implementation of a sound system of internal control to minimize audit findings and mitigate against the risk of recurrence of similar audit findings. The resolution of audit findings is monitored through a tracking register indicating progress on the implementation of additional controls to strengthen the control weakness identified during the audit.
- **Maintained unqualified audit outcomes:** Maintenance of sound system of internal control, risk management and supply chain management and financial and performance management as well as IT governance. The internal control system includes mechanisms to ensure compliance with the C-BRT Act, Public Financial Management Act, Treasury Regulations, and all prescripts included in its compliance universe.
- **PFMA payment requirement compliant:** Implementation of a sound system of internal control to ensure that valid invoices are processed, and payment effected within the prescribed period of 30 days.

#### 4.1.4 Programme Resource Consideration

Administration Programme exists to ensure effective leadership and administrative support to the C-BRTA on the delivery of set outcomes. It includes maintenance of physical resources as well as information technology resources. The Agency employs administrative staff to undertake these administrative functions. In addition, where necessary, certain specialized activities may be sourced externally. Thus, expenditure on the administration programme is expected to increase due to the envisaged implementation of the iCBMS system to improve efficiency in service delivery, and thereafter increase by inflation.

The table below represents the allocation of the resources for the achievement of the desired output.

Table 28 Programme 5 Resource Consideration

| Output  | Expenditure |         |         | Current Budget | Medium-Term Expenditure Estimates |         |         |         |
|---|-------------|---------|---------|----------------|-----------------------------------|---------|---------|---------|
|   | 2018/19     | 2019/20 | 2020/21 |                | 2021/22                           | 2022/23 | 2023/24 | 2024/25 |
|   | R'000       | R'000   | R'000   |                | R'000                             | R'000   | R'000   | R'000   |
| Functional Digital and Mobile Permit Platform<br>Implemented culture change initiatives<br>Implemented Integrated Communication Strategy<br>COVID-19 Regulations Compliant<br>Addressed Parliamentary questions<br>Resolved reported incidents of corruption<br>Functional ethics committee<br>Addressed audit findings<br>Maintained unqualified audit outcome<br>PFMA payment requirement compliant | 126 719     | 128 140 | 115 124 | 146 251        | 153 531                           | 160 900 | 168 784 |         |

**Technical Indicator Descriptors  
Indicator 5.1**

Table 29: TID for indicator 5.1

| Indicator Title                         |   | Implemented cross border management system  |
|---|---|---|
| <b>Definition</b>                       | <ul style="list-style-type: none"> <li>The integrated Cross Border Management System (iCBMS) is the digital platform that the Agency will be using to simplify the permit management and administrative processes.</li> </ul> <p><b>Explanation of terms:</b><br/>The Digital and Mobile Permit Platform (DMPP) would enable the digitizing of paper permits using mobile apps or latest technologies from iCBMS.</p> | <ul style="list-style-type: none"> <li>The integrated Cross Border Management System (iCBMS) is the digital platform that the Agency will be using to simplify the permit management and administrative processes.</li> </ul> <p><b>Explanation of terms:</b><br/>The Digital and Mobile Permit Platform (DMPP) would enable the digitizing of paper permits using mobile apps or latest technologies from iCBMS.</p> |
| <b>Source of data</b>                   | Digitised permits generated from the integrated Cross Border Management System  | Digitised permits generated from the integrated Cross Border Management System  |
| <b>Method of calculation/assessment</b> | Qualitative – assessment of digitised permits through observation<br>Quantitative – percentage achieved on development process  | Qualitative – assessment of digitised permits through observation<br>Quantitative – percentage achieved on development process  |
| <b>Means of verification</b>            | <ul style="list-style-type: none"> <li>DMPP Design</li> <li>Progress reports on development of DMPP</li> <li>EXCO resolutions</li> </ul>  | <ul style="list-style-type: none"> <li>DMPP Design</li> <li>Progress reports on development of DMPP</li> <li>EXCO resolutions</li> </ul>  |
| <b>Assumptions</b>                      | iCBMS phase 1 and phase 2 fully implemented   | iCBMS phase 1 and phase 2 fully implemented   |
| <b>Disaggregation of Beneficiaries</b>  | Not applicable  | Not applicable  |
| <b>Spatial Transformation</b>           | Not applicable  | Not applicable  |
| <b>Calculation Type</b>                 | Cumulative  | Cumulative  |
| <b>Reporting Cycle</b>                  | Quarterly (Q)   | Quarterly (Q)   |
| <b>Desired Performance</b>              | Annual Target: Piloted Digital and Mobile Permit Platform (DMPP)  | Annual Target: Piloted Digital and Mobile Permit Platform (DMPP)  |
| <b>Indicator Responsibility</b>         | <p><b>Targets</b></p> <p>Q1: Designed the DMPP<br/>Q2: Developed 50% of the designed DMPP<br/>Q3: Developed 100% of the designed DMPP<br/>Q4: Piloted the DMPP</p> <p><b>Chief Information Officer</b></p>  | <p><b>Admissible Evidence</b></p> <p>Q1: EXCO resolution on approved DMPP design<br/>Q2: EXCO resolution on approved DMPP development progress report<br/>Q3: EXCO resolution on approved DMPP development progress report<br/>Q4: EXCO resolution on approved Pilot Report</p>   |



**Indicator 5.2**

Table 30: TID for Indicator 5.2.

| <b>Indicator Title</b>                  | <b>Percentage implementation of HR Strategy initiatives</b>   |
|---|---|
| <b>Definition</b>                       | The indicator seeks to implement initiatives that will enhance the culture and ways of interacting that will contribute to the conducive performance environment of an organization   |
| <b>Source of data</b>                   | <ul style="list-style-type: none"> <li>• Organisational culture definition report</li> <li>• Report on organisational redesign</li> </ul>   |
| <b>Method of calculation/assessment</b> | <ul style="list-style-type: none"> <li>• Qualitative - Assessment of progress made in implementing the culture enhancement plan; and</li> <li>• Assessment of successful implementation of the recommendation from the culture definition report</li> </ul>   |
| <b>Means of verification</b>            | <ul style="list-style-type: none"> <li>• EXCO approved noted monthly and quarterly report</li> <li>• Amended Governance structures</li> <li>• EXCO approved HR Strategy and Implementation plan</li> <li>• Organisational culture definition report</li> <li>• Exco approved close out report</li> </ul>  |
| <b>Assumptions</b>                      | <ul style="list-style-type: none"> <li>• Budget availability</li> <li>• Employees' buy-in</li> <li>• Management buy-in and support</li> </ul>   |
| <b>Disaggregation of Beneficiaries</b>  | Not applicable  |
| <b>Spatial Transformation</b>           | Not applicable  |
| <b>Calculation Type</b>                 | Non-cumulative  |
| <b>Reporting Cycle</b>                  | Quarterly (Q)   |
| <b>Desired Performance</b>              | Annual Target: Implemented 30% culture enhancement initiatives  |
| <b>Indicator Responsibility</b>         | <p><b>Targets</b></p> <p>Q1: Implemented 5% identified HR Strategy initiatives</p> <p>Q2: Implemented 10% identified HR Strategy initiatives</p> <p>Q3: Implemented 10% identified HR Strategy initiatives</p> <p>Q 4: Implemented 5% identified HR Strategy initiatives</p> <p><b>Admissible Evidence</b></p> <p>Q1: EXCO resolution on approved progress report on initiative implemented</p> <p>Q2: EXCO resolution on approved progress report on initiative implemented</p> <p>Q3: EXCO resolution on approved progress report on initiative implemented</p> <p>Q4: EXCO resolution on approved progress report on initiative implemented</p> <p>Executive Manager: Corporate Services</p> |

**Indicator 5.3**

Table 31: TID for indicator 5.3

| <b>Indicator Title</b>                          | <b>Percentage implementation of the Integrated Communication Strategy</b>  |
|---|--|
| <p><b>Definition</b></p>                        | <p>The Integrated Communications Strategy is a strategy that will serve to enhance the brand and visibility of the C-BRTA utilizing all communications platforms.<br/> <b>Explanation of terms:</b></p> <ul style="list-style-type: none"> <li>• Brand - The promotion of the Agency's logo, to inform, persuade and enrich the knowledge of stakeholders about the Agency, including its value-add to the cross border road transport industry through marketing and communications activities.</li> <li>• Visibility - Creating a clear picture of the Agency's mandate, initiatives and objectives through the development of visibility tools such as flyers, brochures, pamphlets and ad hoc materials</li> </ul> |
| <p><b>Source of data</b></p>                    | <ul style="list-style-type: none"> <li>• EXCO approved Integrated Communication Strategy</li> <li>• Agency events</li> <li>• Ministerial events</li> <li>• Project progress reports</li> </ul>   |
| <p><b>Method of calculation/ assessment</b></p> | <p>Quantitative - Number of Percentage achieved on initiatives aimed at promoting brand and visibility of the C-BRTA through the Integrated Communications Strategy<br/>                     Percentage calculated as follows:</p> <ul style="list-style-type: none"> <li>• Number of initiatives achieved during the quarter divided by the total number of initiatives planned for the quarter multiplied by 100</li> </ul>  |
| <p><b>Means of verification</b></p>             | <ul style="list-style-type: none"> <li>• EXCO approved Communications Implementation Plan</li> <li>• EXCO approved three (3) quarterly progress reports</li> <li>• EXCO approved close-out report</li> </ul>   |
| <p><b>Assumptions</b></p>                       | <ul style="list-style-type: none"> <li>• Sufficient human and financial resources to implement initiatives</li> <li>• Agency successfully implemented flagship projects</li> <li>• Management buy-in and support</li> </ul>  |
| <p><b>Disaggregation of Beneficiaries</b></p>   | <p>Not applicable</p>  |
| <p><b>Spatial Transformation</b></p>            | <p>Not applicable</p>  |
| <p><b>Calculation Type</b></p>                  | <p>Non-cumulative</p>  |
| <p><b>Reporting Cycle</b></p>                   | <p>Quarterly (Q)</p>   |

| Percentage implementation of the Integrated Communication Strategy  |  |
|---|--|
| Indicator Title   | Desired Performance  |
| Annual Target: Implemented 20% of Integrated Communication Strategy initiatives   | <p><b>Targets</b></p> <p>Q1: Implemented 2.5% of the Integrated Communications Strategy initiatives</p> <p>Q2: Implemented 5% of the Integrated Communications Strategy initiatives</p> <p>Q3: Implemented 10% of the Integrated Communications Strategy initiatives</p> <p>Q4: Implemented 2.5% of the Integrated Communications Strategy initiatives</p> |
| <p><b>Admissible Evidence</b></p> <p>Q1: EXCO resolution on approved progress report on 2.5% implemented initiatives</p> <p>Q2: EXCO resolution on approved approved progress report on 5% implemented initiatives</p> <p>Q3: EXCO resolution on approved approved progress report on 10% implemented initiatives</p> <p>Q4: EXCO resolution on approved close out report</p> | <p><b>Executive Manager: Corporate Services</b></p>  |
| Indicator Responsibility  |  |

**Indicator 5.4**

Table 32: TID for indicator 5.4

| Indicator Title                          |   | Implemented COVID-19 response plan initiatives  |
|--|---|---|
| <b>Definition</b>                        | This indicator intends to measure the implementation of the COVID 19 response plan initiatives that are aimed at trying to prevent the spread of the virus and in turn save lives of our employees and our operators.   |   |
| <b>Source of data</b>                    | <ul style="list-style-type: none"> <li>Risk based guidelines adopted by the Agency in responding to the pandemic</li> <li>C-BRTA Covid19 Response Plan</li> </ul>   |   |
| <b>Method of calculation/ assessment</b> | Qualitative – Assessment of initiatives implemented as compliance to Covid19 regulations.   |   |
| <b>Means of verification</b>             | <ul style="list-style-type: none"> <li>Four (4) EXCO approved Quarterly progress reports on status of the Agency's compliance with regulations and implementation of approved response plan,</li> <li>EXCO Resolutions</li> </ul>   |   |
| <b>Assumptions</b>                       | <ul style="list-style-type: none"> <li>The impact of the COVID 19 pandemic will not last beyond the 2021/22 financial year</li> <li>There is budget to implement the initiatives</li> <li>Employees and operators take all the precautions necessary to prevent the spread</li> </ul> |   |
| <b>Disaggregation of Beneficiaries</b>   | Not applicable  |   |
| <b>Spatial Transformation</b>            | Not applicable  |   |
| <b>Calculation Type</b>                  | Non-cumulative  |   |
| <b>Reporting Cycle</b>                   | Quarterly (Q)   |   |
| <b>Desired Performance</b>               | Annual Target: Implemented COVID 19 response plan   |   |
| <b>Indicator Responsibility</b>          | <p><b>Targets</b></p> <p>Q1: Implemented COVID-19 Response Plan</p> <p>Q2: Implemented COVID-19 Response Plan</p> <p>Q3: Implemented COVID-19 Response Plan</p> <p>Q4: Implemented COVID-19 Response Plan</p>   | <p><b>Admissible Evidence</b></p> <p>Q1: EXCO resolution on approved progress reports on implementation of COVID-19 Response Plan</p> <p>Q2: EXCO resolution on approved progress reports on implementation of COVID-19 Response Plan</p> <p>Q3: EXCO resolution on approved progress reports on implementation of COVID-19 Response Plan</p> <p>Q4: EXCO resolution on approved Close out report on implemented COVID-19 response plan</p> |
|  | <b>Executive Manager: Corporate Services</b>  |   |

**Indicator 5.5**

Table 33: TID for Indicator 5.5.

| <b>Percentage responses to Parliamentary questions within stipulated timelines</b> |  |
|--|--|
| <b>Indicator Title</b>   |  |
| <b>Definition</b>  | <ul style="list-style-type: none"> <li>Parliamentary question refers to a question put formally to the Transport Minister about a matter they are responsible for by a member of Parliament.</li> <li>Their purpose is to ensure that entities are accountable to the public for their policy choices and actions.</li> <li>This indicator intends to measure the response rate in which the Agency responds to parliamentary questions that are received from the DoT.</li> </ul> |
| <b>Source of data</b>  | Parliamentary questions sent by the DoT to the Agency  |
| <b>Method of calculation/ assessment</b>   | Quantitative- Percentage = Total number of responses/ Total no. of questions received) *100  |
| <b>Means of verification</b>   | C-BRTA Parliamentary Questions Register  |
| <b>Assumptions</b>   | The questions are received from the DoT  |
| <b>Disaggregation of Beneficiaries</b>   | Not applicable   |
| <b>Spatial Transformation</b>  | Not applicable   |
| <b>Calculation Type</b>  | Non-cumulative   |
| <b>Reporting Cycle</b>   | Quarterly (Q)  |
| <b>Desired Performance</b>   | Annual Target: 100% responses to Parliamentary questions received from the DoT   |
|  | <p><b>Targets</b></p> <p><b>Q2:</b> Submitted first bi-annual progress report on 100% Parliamentary Questions to EXCO for approval</p> <p><b>Q4:</b> Submitted second bi-annual progress report on 100% Parliamentary Questions to EXCO for approval</p>   |
| <b>Indicator Responsibility</b>  | <b>Programme Manager: Office of the CEO</b>  |
|  | <p><b>Admissible Evidence</b></p> <p><b>Q2:</b> EXCO resolution on approved progress report on the status of responses to Parliamentary questions</p> <p><b>Q4:</b> EXCO resolution on approved report on the status of responses to Parliamentary questions</p>   |

**Indicator 5.6**

Table 34: TID for Indicator 5.6.

| Indicator Title                   |  | Percentage resolution of reported incidents of corruption   |
|-----------------------------------|--|---|
| Definition                        | <ul style="list-style-type: none"> <li>The indicator intends to demonstrate the rate at which the Agency resolves reported incidents of corruption.</li> </ul> <p><b>Explanation of terms:</b><br/>Resolution means investigation finalised, and report issued</p> |   |
| Source of data                    | The number of reported incidents and the number of resolved incidents  |   |
| Method of calculation/ assessment | Qualitative – Total number of resolved incidents divided by the total number of reported incidents multiply by hundred   |   |
| Means of verification             | <ul style="list-style-type: none"> <li>EXCO Exco approved reports on the reported incidents of corruption</li> </ul>   |   |
| Assumptions                       | <ul style="list-style-type: none"> <li>There is sufficient human and financial resource to undertake investigation</li> </ul>  |   |
| Disaggregation of Beneficiaries   | Not applicable   |   |
| Spatial Transformation            | Not applicable   |   |
| Calculation Type                  | Non-cumulative   |   |
| Reporting Cycle                   | Bi Annually  |   |
| Desired Performance               | Annual Target: 95% resolution of reported incidents of corruption  |   |
|                                   | <p><b>Targets</b></p> <p>Q2: 95% of reported incidents resolved</p> <p>Q4: 95% of reported incidents resolved</p>  | <p><b>Admissible Evidence</b></p> <p>Q2: EXCO resolution on approved progress report of resolved reported incidents of corruption</p> <p>Q4: EXCO resolution on approved Report on steps taken to ensure resolution of reported incidents of corruption</p> |
| Indicator Responsibility          | <b>Chief Operations Officer</b>  |   |

**Indicator 5.7**

Table 35: TID for Indicator 5.7.

| Indicator Title  | Ethics committees established and operationalised   |  |   |
|--|---|--|---|
| <b>Definition</b><br>This indicator intends to monitor the work done by the established ethics committees within the Agency (percentage achieved as per Social and Ethics plan)<br><b>Explanation of terms:</b><br>Operationalised means that the established committee will be fully functional during the financial year |   |  |   |
| <b>Source of data</b>  | <ul style="list-style-type: none"> <li>• Social and Ethics Committee Report</li> <li>• Workshop reports of Ethic Committee</li> </ul>   |  |   |
| <b>Method of calculation/ assessment</b>   | Quantitative – Percentage achieved as per Social and Ethics Committee Plan  |  |   |
| <b>Means of verification</b>   | <ul style="list-style-type: none"> <li>• EXCO approved reports on the work the ethics committee</li> <li>• Progress on implementation of Ethics Implementation Plan</li> <li>• Consultation/engagement reports</li> </ul>   |  |   |
| <b>Assumptions</b>   | Governance processes support the function   |  |   |
| <b>Disaggregation of Beneficiaries</b>   | Not applicable  |  |   |
| <b>Spatial Transformation</b>  | Not applicable  |  |   |
| <b>Calculation Type</b>  | Cumulative  |  |   |
| <b>Reporting Cycle</b>   | Bi annual   |  |   |
| <b>Desired Performance</b>   | Annual Target: Ethics Committees operationalised 100% on implementation of Social and Ethics committees plan  |  |   |
| <b>Indicator Responsibility</b>  | <table border="1" style="width: 100%;"> <tr> <td data-bbox="1078 1025 1246 1514"> <b>Targets</b><br/> <b>Q2:</b> 50% on implementation of Social and Ethics committees' plan<br/> <b>Q4:</b> 100% on implementation of Social and Ethics committees plan             </td> <td data-bbox="1078 564 1246 1025"> <b>Admissible Evidence</b><br/> <b>Q2:</b> EXCO resolution on approved progress report on implementation of Social and Ethics committees' plan<br/> <b>Q4:</b> EXCO resolution on approved progress report on implementation of Social and Ethics committees plan             </td> </tr> </table> | <b>Targets</b><br><b>Q2:</b> 50% on implementation of Social and Ethics committees' plan<br><b>Q4:</b> 100% on implementation of Social and Ethics committees plan | <b>Admissible Evidence</b><br><b>Q2:</b> EXCO resolution on approved progress report on implementation of Social and Ethics committees' plan<br><b>Q4:</b> EXCO resolution on approved progress report on implementation of Social and Ethics committees plan |
| <b>Targets</b><br><b>Q2:</b> 50% on implementation of Social and Ethics committees' plan<br><b>Q4:</b> 100% on implementation of Social and Ethics committees plan   | <b>Admissible Evidence</b><br><b>Q2:</b> EXCO resolution on approved progress report on implementation of Social and Ethics committees' plan<br><b>Q4:</b> EXCO resolution on approved progress report on implementation of Social and Ethics committees plan   |  |   |
|  | <b>Chief Operations Officer</b>   |  |   |

**Indicator 5.8**

Table 36: TID for Indicator 5.8.

| Indicator Title  |  | Percentage implementation of action plans to address audit findings |  |  |
|--|--|---|--|--|
| <b>Definition</b>  | This indicator intends to monitor the percentage implemented of action plan for resolving audit findings<br><i>Explanation of terms:</i><br>Action plan is a summary of activities that will be undertaken to resolve audit findings   |   |  |  |
| <b>Source of data</b>  | <ul style="list-style-type: none"> <li>• Quarterly Internal Audit reports</li> <li>• External Audit Management Letter of prior year financial year</li> </ul>  |   |  |  |
| <b>Method of calculation/ assessment</b>   | Quantitative – Total number of implemented action plans for the period divided by total number of scheduled action plans for the period multiplied by 100  |   |  |  |
| <b>Means of verification</b>   | <ul style="list-style-type: none"> <li>• Exco approved progress reports on the implementation of audit recommendations</li> <li>• Internal control report</li> </ul>   |   |  |  |
| <b>Assumptions</b>   | <ul style="list-style-type: none"> <li>• Sufficient human and financial resources to implement recommendations</li> </ul>  |   |  |  |
| <b>Disaggregation of Beneficiaries</b>   | Not applicable   |   |  |  |
| <b>Spatial Transformation</b>  | Not applicable   |   |  |  |
| <b>Calculation Type</b>  | Non-cumulative   |   |  |  |
| <b>Reporting Cycle</b>   | Bi Annual  |   |  |  |
| <b>Desired Performance</b>   | Annual Target: 100% implementation of action plans to address audit findings   |   |  |  |
| <b>Indicator Responsibility</b>  | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; vertical-align: top;"> <b>Targets</b><br/>                     Q2: 100% implementation of action plans to address audit findings<br/>                     Q4: 100% implementation of action plans to address audit findings                 </td> <td style="width: 50%; vertical-align: top;"> <b>Admissible Evidence</b><br/>                     Q2: EXCO resolution on approved progress reports on implementation of action plan<br/>                     Q4: EXCO resolution on approved report on the implementation of action plan                 </td> </tr> </table> |   | <b>Targets</b><br>Q2: 100% implementation of action plans to address audit findings<br>Q4: 100% implementation of action plans to address audit findings | <b>Admissible Evidence</b><br>Q2: EXCO resolution on approved progress reports on implementation of action plan<br>Q4: EXCO resolution on approved report on the implementation of action plan |
| <b>Targets</b><br>Q2: 100% implementation of action plans to address audit findings<br>Q4: 100% implementation of action plans to address audit findings | <b>Admissible Evidence</b><br>Q2: EXCO resolution on approved progress reports on implementation of action plan<br>Q4: EXCO resolution on approved report on the implementation of action plan   |   |  |  |
|  | <b>Chief Financial Officer</b>   |   |  |  |



**Indicator 5.9**

Table 37: TID for Indicator 5.9.

| Indicator Title                                    | <b>Regulatory Audit Outcome by the Auditor-General of South Africa (AGSA)</b>                                  |   |
|--|--|---|
| Definition   | This indicator intends to assess the audit outcome for the 2020/21 financial year                              |   |
| Source of data                                     | Audit Report   |   |
| Method of calculation/ assessment                  | Qualitative – Assessment of Auditor Generals audit outcomes  |   |
| Means of verification                              | <ul style="list-style-type: none"> <li>• Audit Report</li> </ul>   |   |
| Assumptions  | <ul style="list-style-type: none"> <li>• The management letter audit findings outcomes are resolved</li> </ul> |   |
| Disaggregation of Beneficiaries (where applicable) | Not applicable   |   |
| Spatial Transformation (where applicable)          | Not applicable   |   |
| Calculation Type                                   | Non-cumulative   |   |
| Reporting Cycle                                    | Annually   |   |
| Desired Performance                                | Annual Target: Unqualified Audit Report with no significant findings   |   |
| Indicator Responsibility                           | <b>Targets</b><br>Quarter 2: Unqualified audit outcomes with no significant findings                           | <b>Admissible Evidence</b><br>Q2: Audit Report from the Auditor General |
|  | Chief Operations Officer and Chief Financial Officer   |   |

**Indicator 5.10**

Table 38: TID for Indicator 5.10.

| Percentage compliance to 30-day payment requirement |   |
|---|---|
| <b>Indicator Title</b>                              | This indicator intends to measure the efficiency of payment to suppliers within the prescribed timelines  |
| <b>Definition</b>                                   | Payment report generated from the Sage Evolution (Payment Listing)  |
| <b>Source of data</b>                               | Quantitative – 100% of valid invoices paid within 30 days   |
| <b>Method of calculation/ assessment</b>            | <ul style="list-style-type: none"> <li>Payment report with details traceable to Sage Evolution</li> <li>Invoices received are valid</li> </ul>  |
| <b>Means of verification</b>                        | Not applicable  |
| <b>Assumptions</b>                                  | Not applicable  |
| <b>Disaggregation of Beneficiaries</b>              | Not applicable  |
| <b>Spatial Transformation</b>                       | Not applicable  |
| <b>Calculation Type</b>                             | Non-cumulative  |
| <b>Reporting Cycle</b>                              | Quarterly (Q)   |
| <b>Desired Performance</b>                          | <p><b>Annual Target:</b> 100% of valid invoices paid within 30 days</p> <p><b>Targets</b><br/>                     Q1: 100% of valid invoices paid within 30 days<br/>                     Q2: 100% of valid invoices paid within 30 days<br/>                     Q3: 100% of valid invoices paid within 30 days<br/>                     Q4: 100% of valid invoices paid within 30 days</p> <p><b>Admissible Evidence</b><br/>                     Q1: EXCO resolution on approved quarterly Payment report (Payment Listing)<br/>                     Q2: EXCO resolution on approved quarterly Payment report (Payment Listing)<br/>                     Q3: EXCO resolution on approved quarterly Payment report (Payment Listing)<br/>                     Q4: EXCO resolution on approved quarterly Payment report (Payment Listing)</p> |
| <b>Indicator Responsibility</b>                     | Chief Financial Officer   |

## 5. Programme Resource Considerations

Table 39: Budget Revenue as per ENE and/or EPRE

|                                       | ACTUAL OUTCOMES      |                      |                | CURRENT            |                | MEDIUM TERM ESTIMATES |                |                |
|---------------------------------------|----------------------|----------------------|----------------|--------------------|----------------|-----------------------|----------------|----------------|
|                                       | Actual               | Actual               | Actual         | APP                | Re-Forecast    | Budget                | Budget         | Budget         |
|                                       |                      |                      |                |                    |                |                       |                |                |
|                                       | 31-Mar-19            | 31-Mar-20            | 31-Mar-21      | 31-Mar-22          | 31-Mar-22      | 31-Mar-23             | 31-Mar-24      | 31-Mar-25      |
|                                       | Audited-<br>Restated | Audited-<br>Restated | Audited        | Approved<br>Budget | Budget         | Budget                | Budget         | Budget         |
|                                       | R'000                | R'000                | R'000          | R'000              | R'000          | R'000                 | R'000          | R'000          |
| Permit Income                         | 357 518              | 201 539              | 178 931        | 215 973            | 204 068        | 220 697               | 231 291        | 242 624        |
| Compliance Fees                       | 3 049                | 6 541                | 8 195          | 2 474              | 8 749          | 10 584                | 11 092         | 11 635         |
| Fines, Penalty                        | 41 645               | 48 415               | 16 870         | 35 735             | 36 460         | 37 308                | 39 099         | 41 014         |
| Interest Received                     | 5 230                | 6 017                | 4 289          | 4 411              | 5 065          | 5 176                 | 5 424          | 5 690          |
| Government Grant                      | -                    | -                    | 38 500         | -                  | -              | -                     | -              | -              |
| Other Income                          | 645                  | 448                  | 105            | 726                | 590            | 758                   | 795            | 833            |
| <b>TOTAL REVENUE</b>                  | <b>408 087</b>       | <b>262 960</b>       | <b>246 890</b> | <b>259 320</b>     | <b>254 932</b> | <b>274 523</b>        | <b>287 700</b> | <b>301 797</b> |
| <b>SURPLUS / DEFICIT for the YEAR</b> | <b>184 040</b>       | <b>28 968</b>        | <b>48 530</b>  | <b>914</b>         | <b>17 440</b>  | <b>308</b>            | <b>323</b>     | <b>338</b>     |

Table 40: Budget Allocation by nature of expenditure as per the ENE and / or EPRE

|                              | ACTUAL OUTCOMES      |                      |                | CURRENT            |                | MEDIUM TERM ESTIMATES |                |                |
|------------------------------|----------------------|----------------------|----------------|--------------------|----------------|-----------------------|----------------|----------------|
|                              | Actual               | Actual               | Actual         | APP                | Re-Forecast    | Budget                | Budget         | Budget         |
|                              | 31-Mar-19            | 31-Mar-20            | 31-Mar-21      | 31-Mar-22          | 31-Mar-22      | 31-Mar-23             | 31-Mar-24      | 31-Mar-25      |
|                              | Audited-<br>Restated | Audited-<br>Restated | Audited        | Approved<br>Budget | Budget         | Budget                | Budget         | Budget         |
|                              | R'000                | R'000                | R'000          |                    | R'000          | R'000                 | R'000          | R'000          |
| <b>Operating Expenditure</b> | <b>224 048</b>       | <b>233 992</b>       | <b>198 360</b> | <b>258 406</b>     | <b>237 492</b> | <b>274 215</b>        | <b>287 377</b> | <b>301 459</b> |
| Staff Costs                  | 126 314              | 130 192              | 129 862        | 146 537            | 143 582        | 154 299               | 161 706        | 169 629        |
| Operating expenses           | 56 700               | 55 741               | 45 130         | 69 096             | 55 960         | 74 340                | 77 908         | 81 725         |
| Administrative fee- RTMC     | 37 027               | 43 780               | 18 819         | 35 735             | 32 778         | 37 308                | 39 099         | 41 014         |
| Finance costs                | 347                  | 366                  | 449            | -                  | -              | -                     | -              | -              |
| Loss of Sale of Assets       | 259                  | 442                  | 361            | -                  | -              | -                     | -              | -              |
| Depreciation                 | 3 400                | 3 470                | 3 739          | 7 037              | 5 172          | 8 268                 | 8 665          | 9 089          |
| <b>Capital Expenditure</b>   | <b>3 851</b>         | <b>14 029</b>        | <b>6 697</b>   | <b>1 591</b>       | <b>37 120</b>  | <b>24 550</b>         | <b>5 000</b>   | <b>5 000</b>   |
| PPE                          | 3 397                | 4 897                | 4 663          | 1 585              | 6 920          | 7 330                 | 2 000          | 2 000          |
| Intangibles                  | 454                  | 9 132                | 2 034          | 6                  | 30 200         | 17 220                | 3 000          | 3 000          |
| <b>Total Expenditure</b>     | <b>227 899</b>       | <b>248 021</b>       | <b>205 057</b> | <b>259 997</b>     | <b>274 612</b> | <b>298 765</b>        | <b>292 377</b> | <b>306 459</b> |

Table 41: Budget allocation for Programme and Sub-Programme as per ENR and / or EPRE

|                                    | ACTUAL OUTCOMES      |                      |                | CURRENT            |                | MEDIUM TERM ESTIMATES |                |                |
|------------------------------------|----------------------|----------------------|----------------|--------------------|----------------|-----------------------|----------------|----------------|
|                                    | Actual               | Actual               | Actual         | APP                | Re-Forecast    | Budget                | Budget         | Budget         |
|                                    | 31-Mar-19            | 31-Mar-20            | 31-Mar-21      | 31-Mar-22          | 31-Mar-22      | 31-Mar-23             | 31-Mar-24      | 31-Mar-25      |
|                                    | Audited-<br>Restated | Audited-<br>Restated | Actual         | Approved<br>Budget | Budget         | Budget                | Budget         | Budget         |
|                                    | R'000                | R'000                | R'000          |                    | R'000          | R'000                 | R'000          | R'000          |
| Programme 1: Regulatory Services   | 18 331               | 20 272               | 23 080         | 24 105             | 22 154         | 27 285                | 28 594         | 29 995         |
| Programme 2: Law Enforcement       | 37 178               | 43 780               | 18 819         | 35 735             | 32 778         | 55 518                | 58 183         | 61 034         |
| Programme 3: Facilitation          | 13 424               | 14 461               | 14 687         | 23 026             | 21 163         | 23 598                | 24 731         | 25 943         |
| Programme 4: Research and Advisory | 28 396               | 27 339               | 26 650         | 29 289             | 26 983         | 14 283                | 14 968         | 15 702         |
| Programme 5: Administration        | 126 719              | 128 140              | 115 124        | 146 251            | 134 414        | 153 531               | 160 900        | 168 784        |
| <b>Total Expenditure</b>           | <b>224 048</b>       | <b>233 992</b>       | <b>198 360</b> | <b>258 406</b>     | <b>237 491</b> | <b>274 215</b>        | <b>287 377</b> | <b>301 459</b> |

## 6. Identified Risks And Response Strategies

### Programme 1: Regulatory Services

Table 42: Risk identified for Programme 1

| Linked Output(s) | Linked Risk(s)  | Response Strategy   |
|------------------|---|---|
| OCAS IT System   | <ul style="list-style-type: none"> <li>Third party reliance might jeopardise the implementation of Operator Compliance Accreditation System (OCAS)</li> <li>Inability to implement strategic initiatives/ projects</li> </ul> | <ul style="list-style-type: none"> <li>Consultations with Key stakeholders: Operators, RTMC, SANRAL, RAF and National working committee</li> <li>Project oversight by the Project Investment Committee</li> </ul> |
| MAR              | <ul style="list-style-type: none"> <li>Lockdown restrictions that restrict passenger movement</li> <li>Reliance on neighbouring countries (Mozambique)</li> </ul>   | <ul style="list-style-type: none"> <li>Stakeholder engagement</li> </ul>  |

### Programme 2: Law Enforcement

Table 43: Risk identified for Programme 2

| Linked Output(s)                          | Linked Risk(s)  | Response Strategy  |
|---|---|--|
| Implemented smart law enforcement vehicle | <ul style="list-style-type: none"> <li>Inability to discharge legislative mandate</li> <li>Inadequate co-ordination with other law enforcers</li> </ul> | <ul style="list-style-type: none"> <li>Participate in Joint Law enforcement operations on illegal cross border operations</li> <li>Compile intelligence reports on illegal cross border operations to inform deployment plans</li> </ul> |
| Implemented C-BRTA road safety strategy   | <ul style="list-style-type: none"> <li>Inadequate co-ordination with other law enforcers</li> </ul>   | <ul style="list-style-type: none"> <li>Engagement with different stakeholders</li> </ul>   |

### Programme 3: Facilitation

Table 44: Risk Identified for Programme 3

| Linked Output(s)   | Linked Risk(s)  | Response Strategy   |
|--|---|---|
| Harmonised cross border road transport policies  | <ul style="list-style-type: none"> <li>• Inadequate implementation of stakeholder agreements with other regulatory authorities</li> <li>• Policy changes at domestic and regional levels</li> </ul> | <ul style="list-style-type: none"> <li>• Stakeholder engagement</li> </ul>                  |
| Growing participation of target groups in the freight and tourism cross border road transport industry | <ul style="list-style-type: none"> <li>• Lack of co-operation from the industry to align with the Agency's transformation and industry development objectives</li> </ul>                            | <ul style="list-style-type: none"> <li>• Implement Industry Development Strategy</li> </ul> |
| Cross border road transport charges implementation strategy  | <ul style="list-style-type: none"> <li>• Third party dependencies (change in government policy)</li> </ul>  | <ul style="list-style-type: none"> <li>• Stakeholder engagement</li> </ul>                  |

## Programme 4: Research And Advisory Services

Table 45: Risk Identified for Programme 4

| Linked Output(s)  | Linked Risk(s)   | Response Strategy  |
|---|--|--|
| Cross border road transport and trade facilitation information platform | <ul style="list-style-type: none"> <li>Lack of real-time data sources</li> </ul> | <ul style="list-style-type: none"> <li>Partnership with reputable research institutions</li> <li>Procure relevant research software</li> </ul> |

## Programme 5: Administration

Table 46: Risk Identified for Programme 5

| Linked Output(s)   | Linked Risk(s)  | Response Strategy   |
|--|---|---|
| Viable cross border road transport economic regulator    | <ul style="list-style-type: none"> <li>Inability of information systems to support critical business functions for service delivery</li> <li>Threat to financial sustainability</li> <li>Inadequate technical human capital skills to achieve set outcomes</li> </ul> | <ul style="list-style-type: none"> <li>Organisational redesign and talent management</li> <li>Implement strategy on commercialised information</li> </ul>   |
| Improved governance and strengthened control environment | <ul style="list-style-type: none"> <li>Potential loss of revenue in the permit value chain</li> <li>Fraud and corruption</li> <li>Cyber security breaches</li> <li>Reputational damage</li> </ul>   | <ul style="list-style-type: none"> <li>Implement law enforcement monitoring tools</li> <li>Implement integrity management planned initiatives</li> <li>Implement new security tools</li> <li>Implement Communication strategy</li> <li>Implement stakeholder engagement plan</li> </ul> |







**CROSS•BORDER**  
ROAD TRANSPORT AGENCY

350 Witch-Hazel Avenue  
Eco Point Office Park,  
Block A, Eco Park,  
Centurion, Pretoria  
South Africa

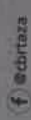
PO Box 560  
Menlyn,  
00663  
Pretoria  
South Africa

Tel: +27 12 471 2000

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