



**DRAFT ANNUAL PERFORMANCE PLAN  
2024-2025**

**31 JANUARY 2024**

## Acronyms

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

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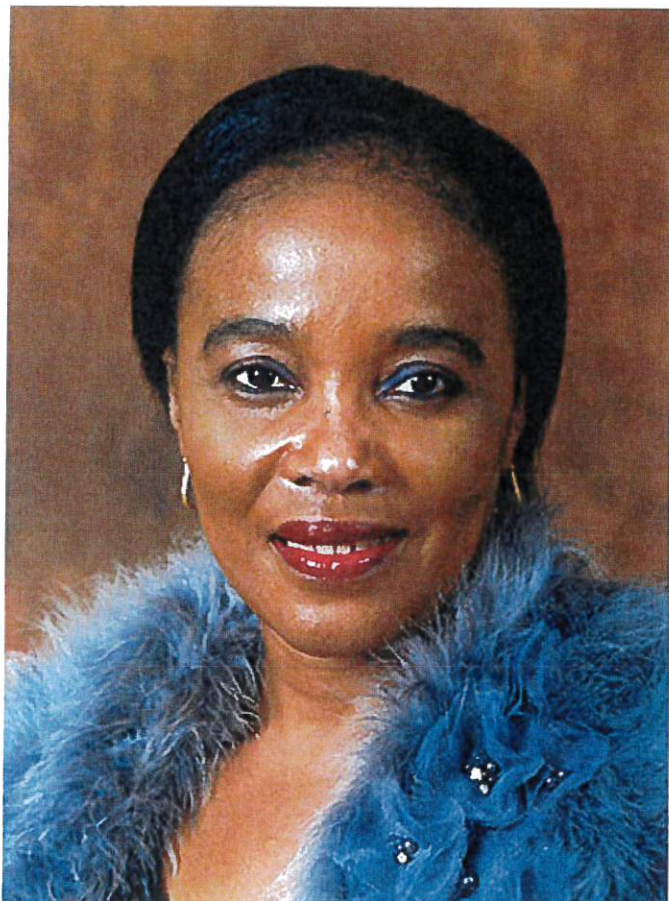
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## Executive Authority Statement



The RTIA was established through its founding legislation, the Administrative Adjudication of Road Traffic Offences (AARTO) Act, 1998 (Act No. 46 of 1998). The Agency was established to facilitate the adjudication process concerning the infringement notices dispensed by the various Issuing Authorities to the alleged infringers on South African roads.

The development of this Annual Performance Plan (APP) sought to advance priorities outlined in the RTIA's 5-year Strategy focusing on enhancing

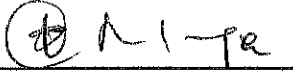
AARTO community education, awareness programs, fair and lawful administrative adjudication, research and development as well as digitising the Agency's service offerings.

The Constitutional Court judgement provides a leverage for the RTIA to continue to implement the Agency's legislative mandate which will contribute towards saving the life's of road users on our South African roads. We acknowledge guidance and counsel of the RTIA Board to ensure that the Agency brings out the targets that responds adequately towards implementing the mandate of the Agency and to maintain alignment to the Department of Transport strategic priorities, the national development plan goals as well as incorporating the seven apex priorities into this APP.

The Department of Transport will continue to provide support to the Agency to implement its targets and ensure that any matters impacting on policy and legislation are given priority in order to allow for a seamless AARTO National Rollout.

RTIA DRAFT APP: 2024/2025

I hereby wish to reaffirm my confidence in the Accounting Authority, the Senior Management team and Staff of the RTIA. I further commit to provide the requisite support and guidance for the successful implementation of this APP.



**Ms S Chikunga, MP**  
**Minister of Transport**

Date: 2024/04/04.

## Accounting Authority Statement

The AARTO Act establishes the RTIA as an independent adjudicator designed to provide for an administratively fair and just system for road traffic law infringements whilst upholding the rights of the alleged infringer. The RTIA's responsibilities as enshrined in the founding legislation includes the implementation of community education and awareness programmes targeted at enhancing voluntary road traffic law compliance and fostering behavioural change amongst road users.

Thus, amongst other objects, the RTIA is mandated to ensure the implementation of an objective, transparent and fair adjudication process for road traffic infringements. The Accounting Authority has throughout the development of the APP ensured that the mandate and objects of the AARTO Act, the MTSF strategic goals, the National Development Plan goals are included in the MTEF targets.

The Board will forge ahead with implementation of Good Governance Practices and corrective measures in the Agency to restore compliance to good governance practices and standards. The Board will furthermore continue to work with Department of Transport and other Chapter Nine Agencies to realise its plan of turning the RTIA into a viable, compliant and best performing Agency.

The Board welcomes the support given by the Department of Transport and the Minister especially with the appointment of the Registrar/ Chief Executive Officer which it is anticipated will bring strategic leadership and stability to ensure the Agency delivers on its mandate and the strategic targets articulated in this APP.



Mr B Ramokhele







RTIA: Chairperson

Date: 31/01/2024



RTIA DRAFT APP: 2024/2025

A. Official Sign-Off

Name	Title	Signature	Date
Mr Jacob Mmekoa	Head: Strategy & Development		29/01/2024
Adv. Mncedisi Bilikwana	Executive: Governance and Legal		30 / 01 / 2024
Mr. Caiphus Matjie	Chief Financial Officer		29/01/2024
Mr. Matsemela Moloi	Registrar/Chief Executive Officer		31/01/2024
Mr. Bonolo Ramokhele	Chairperson RTIA Board		31/01/24
Ms. S Chikunga, MP	Minister of Transport		2024/01/04

## 1. INTRODUCTION & BACKGROUND

The Road Traffic Infringement Agency (RTIA) is listed as a Schedule 3A Public Entity under the Public Finance Management Act, 1999 (Act No.1 of 1999) and complies with Treasury Regulations as well as with all other legislation such as the Protection of Personal Information Act, 2013 (Act 4 of 2013), Promotion of Access to Information Act, 2000 (Act No.2 of 2000) and the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000). The RTIA reports to the National Department of Transport.

The RTIA was established through its founding legislation, the Administrative Adjudication of Road Traffic Offences (AARTO) Act, 1998 (Act No. 46 of 1998). This Agency was established to facilitate the adjudication process concerning the infringement notices dispensed by the various Issuing Authorities to the alleged infringers on South African roads.

The Administrative Adjudication of Road Traffic Offences (AARTO) is anchored on lessons learned from 21 countries within the European Union (EU) as well as Australia. The system has proven to have an impact on road safety and driver behaviour if complimented by point demerits, suspension, and cancellation of driving licenses.

While the AARTO intervention is a noble cause it has however been faced with numerous litigious challenges pushing back on its constitutional validity as well as its impact on the socio-economic state of society. Lessons learned from public consultations have given impetus to a further legislative amendment.

The Annual Performance Plan (APP) advances priorities outlined in the RTIA 5-year Strategy focusing on the amplification of community education, awareness programs, fair and lawful administrative adjudication, research and development as well as digitising the Agency's service offerings. The plan is further informed by views raised through extensive consultations with key stakeholders.

Historic lessons and impact of the COVID-19 pandemic has had an effect on the implementation of the AARTO Legislation and planned strategic outcomes in the 2020-2025 Strategic Plan, in that, key milestones had to be deferred and delivery of important projects restructured on numerous occasions. Initiatives in the plan are fused with projects that are not dependent on the manual and traditional way of doing things.

## 2. PART A: RTIA MANDATE

The Constitution of the Republic of South Africa, 1996, enjoins the Road Traffic Infringement Agency (RTIA) in fulfilment of its constitutional mandate to comply with the following provisions:

- The Bill of Rights, particularly s 9, 10 & 14. Emphasis is placed on the right to access information held by the state of another person required to exercise or protect one's rights.
- S 33. of the Constitution further enjoins the Agency to a fair and just administrative action to anyone whose rights have been adversely affected.
- S 34 & 35 of the Constitution further provides the right of access to courts for purposes of dispute adjudication in the application of the law.

### **Legislative and policy mandates**

#### **The RTIA's legislative and policy mandate is derived from the following:**

AARTO Act 46 of 1998, is the principal Act and the following is a summary of the objects & functions as outlined in s 4(1) of the Act, as amended:

to administer a procedure to discourage the contravention of road traffic laws and to support the adjudication of infringements as set out in subsection (2);

to enforce penalties imposed against persons contravening road traffic laws as set out in subsection (3);

to administer and manage a point demerit system for infringements and offences; Support and

to undertake community education and community awareness programmes in order to ensure that individuals understand their rights and options as set out in subsection (5).

AARTO Amendment Act 4 of 2019, the Act introduces the Appeals Tribunal and defers the right to access the courts only after the adjudication of the Tribunal. The Act further introduces electronic service as a new method of service and driver rehabilitation among major departures from the Principal Act.

Promotion of Administrative Justice Act, 2002 (Act 3 of 2002)

The National Road Traffic Act, 93 of 1996

National Land Transport Act, 5 of 2009

Cross Border Road Transport Act, 4 of 1998

Border Management Authority Act, 2 of 2020

Broad Based Black Economic Empowerment Act, 53 of 2003

Employment Equity Act, 55 of 1998

Preferential Procurement Policy Framework Act, 5 of 2000

Protection of Personal Information Act, 4 of 2013

Electronic Communications and Transactions Act, 25 of 2000

### **3. RTIA POLICIES AND STRATEGIES**

<ul style="list-style-type: none"><li>• Final Revised Medium Term Strategic Framework 2019 - 2024</li></ul>
<ul style="list-style-type: none"><li>• UN Decade of Action for Road Safety 2021- 2030</li></ul>
<ul style="list-style-type: none"><li>• SADC Protocol on Transport Communication and Meteorology 1996</li></ul>
<ul style="list-style-type: none"><li>• National Development Plan: Vision 2030</li></ul>
<ul style="list-style-type: none"><li>• National Road Safety Strategy 2017- 2030</li></ul>
<ul style="list-style-type: none"><li>• White Paper on Transport Policy 1996</li></ul>
<ul style="list-style-type: none"><li>• Green Transport Strategy 2018 - 2050</li></ul>

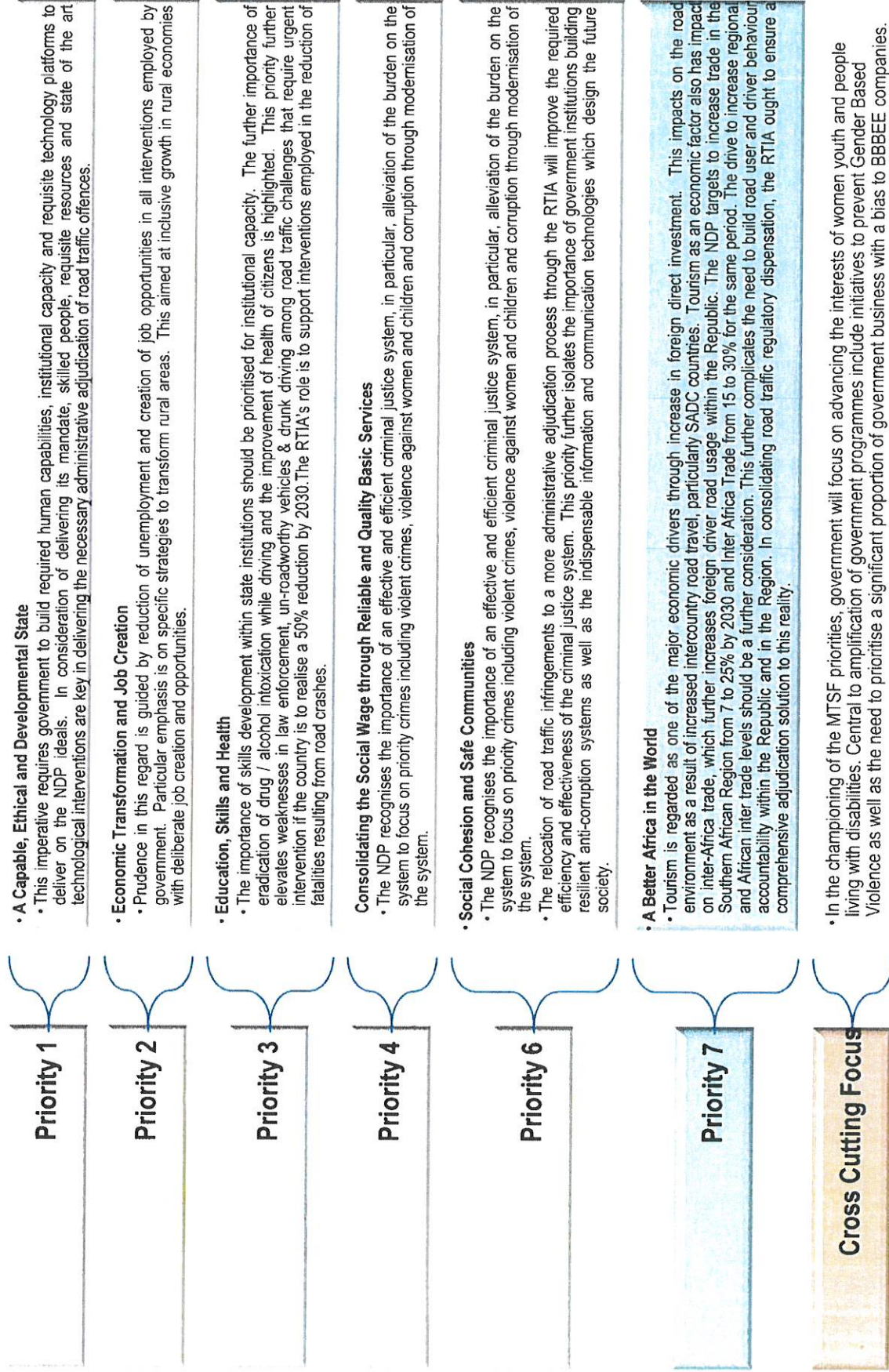


Figure 1: MTSF Priorities

## Other Policies with a Bearing on the AARTO Value Chain

- AMIP Re-Baselined Plan 2021
- AARTO Communication Strategy 2021-2024
- Adjudications Framework
- Points Demerit Framework
- Driver Rehabilitation Programme Framework

The legislative and policy frameworks listed above provide the basis for the statutory implementation of the AARTO mandate, in particular, key considerations to be made in developing strategies and formulating internal business policies.

**NB:** All planning considerations ought to be guided and anchored on legislative and policy provisions regulating business. Both the Strategic Plan & APP of the Agency must be aligned with the National Development Plan, Government priorities, International Treaties, Minister's Delivery Agreement, all relevant legislation, and Court rulings which are listed below. Consideration of the above is key in ensuring that the commitments of the Agency are aligned to the government's mandate, ideals, and service promises.

## 4. Relevant Court Rulings

Name of Litigant	Nature of the litigation	Current status	Management Actions
<b>Organisation Undoing Tax Abuse (OUTA) vs Minister of Transport &amp; others</b>	The applicant sought a declaratory order to declare AARTO legislation unconstitutional and invalid.	The Constitutional Court ruled on the matter on the 12 July 2023. The judgement was in favour of the defendant and confirmed the AARTO Act as valid and constitutional	Management has begun with the preparations of AARTO National Rollout. The AMIP Report has since been presented to the MinMEC and ANSC.
<b>Fines 4 U &amp; Another</b>	Applicant sought to review decisions taken by representation officers in terms of section 18 of the AARTO Act.  Agency and Tshwane Metropolitan Municipality (joined as the second respondent in the	Judgement finalised and ruling made against the Agency with costs. The Agency unsuccessfully appealed the judgement and the cost order of the appeal application was made in favour of Fines 4 U.	Adjudications Framework reviewed and considered all the issues raised in the judgement.  and the matter was accordingly removed from the roll of the court.

Name of Litigant	Nature of the litigation	Current status	Management Actions
Howard Demborvsky vs Department of Transport and Others	<p>matter) to issue him with his driving licence and licence disc in respect of various vehicles under the circumstances where the Applicant has been served with an enforcement order.</p> <p>Mr. Howards has lodged this application to, amongst others, contest the constitutionality of some of the provisions in the AARTO Act as well as its Regulations. He alleges that those identified provisions of the Act contravene in the main, the right to a fair trial as enshrined in the Constitution. This application also seeks to request cancellation of all infringement notices in an instance where infringers have elected to be tried in court but have still not been served with summonses for a period over 18 months, as prescribed by the DPP.</p>	<p>RTIA in the process of consulting its attorney on the process of recovery of a cost award. The current deceased estate reported not have any assets.</p>	<p>Application dismissed with costs.</p>

Table 1: Relevant Court Rulings

## 5. PART B: SITUATIONAL ANALYSIS

### RTIA Strategic Focus

As part of strategic decision making the Agency is required to consider the environmental, industry, regional, and global dynamics and trends. A winning strategy is one that considers and is informed by its internal environment and dynamics outlined *supra*. The Agency's 1<sup>st</sup> price in the current 5 - year cycle is the National AARTO implementation, however, immediate operational dynamics, including the pending Proclamation and gazetting of the AARTO Regulations, dictate for urgent reprioritization and for the Agency to strive for the enhancement of the AARTO value chain.

### Medium-Term Policy Environment

Priority 8 on "HEALTH CARE FOR ALL" contained in the National Development Plan (NDP) obliges the country to reduce road deaths and injuries by 50% in 2030. Specific weakness is accorded to challenges brought about by:

- driver behaviour
- roadworthiness of vehicles
- drunk driving, and
- weak law enforcement

The AARTO mandate fits perfectly in this government policy priority in that it regulates the interaction between road users, the road itself, and vehicles. It further establishes interventions aimed at curbing the loss of life resulting from reckless and negligent driving.

The 7 APEX Priorities contained in the MTSF makes provision for, Economic Transformation through job creation with a bias towards women, youth, and people living with disabilities are among the short, medium to long term priorities of government to the extent that service delivery areas of the State are measured for compliance.

### Demand for services

AARTO Act was assented during 1998 and proclaimed only for Johannesburg and Tshwane Metros. AARTO services are available in all RA's (Registering Authorities) as well as in the 42 AARTO service outlets throughout the country. These services are offered



against 44 districts and over 230 municipalities. A great proportion of motorists traverse Gauteng roads from various provinces however are not successful in receiving services in their respective cities and neighbouring localities despite the availability of these services at some of the identified Driver Learner Testing Stations and Registering Authorities in the respective provinces. This observation demands a continued spread of additional service points by the RTIA owing to the dawn of the AARTO national rollout.

While there is a move to amplify online-based services, the current capacity challenges faced by the Agency may not be able to cater for the possible 12 million-vehicle population excluding foreign vehicles traversing South African roads. The AARTO systems capacity demand requires attention if the Agency is to roll out AARTO nationally and successfully.

### **Organisational Challenges**

Although the Agency's strategic direction was hampered by Gauteng North High Court Judgement against the constitutionality of its legislation resulting in delays in the national roll out, the Minister of Transport appealed the High Court Judgement via the Constitutional Court which ruled on the matter on the 12<sup>th</sup> July 2023. The judgement handed down was in favour of the defendant and confirmed AARTO Act as valid and constitutional.

Management has begun with the preparations for AARTO National Rollout. The AMIP Report has since been consulted with all relevant stakeholders in the Provinces, Local Government level and presented to the ANSC, as well as MinMEC.

## **6 External Environmental Analysis**

### **6.1 International Analysis**

International research presents evidence that the introduction of the Points Demerit System as part of road safety has prospects of between 15 – 20% reductions in road traffic fatalities, crashes, and injuries in the first 24 months of implementation. Scientific evidence further demonstrates the ineffectiveness of law enforcement interventions implemented in isolation of other complimentary road safety interventions.

South Africa appears to be the 1st African country to initiate and implement administrative adjudication of road traffic offences policy to bring in the Points Demerit System at a later stage. Other African Countries, including Zambia; are in the process of initiating the same

and are at the research stage and rely on South Africa for guidance. No evidence is available to demonstrate that administrative adjudication to regulate traffic offences has been successfully implemented in any other African State. This initiative would be the first in Africa to emulate regulatory solutions deployed in 1st world countries like the EU and Australia.

The road carnage challenge cannot be appreciated without innovation, fresh, advanced interventions aimed at curbing road traffic recidivism, advancing deterrence, and compliance are necessary. The notion that the omnipresence of road traffic law enforcement on SA Roads will resolve carnage challenges is not sustainable and has however proved to be ineffective.

Geo-political factors everywhere, continue to impact the operating business environment including the Russia/Ukraine conflict, slowdown in China's growth and inflation concerns in the USA as well as militia insurgents in the northern parts of Mozambique continue to remain critical considerations during business planning. Implications of COVID 19 pandemic and its resulting economic slump adversely continue to impact on motorist's ability to participate in the domestic economy, in particular, honouring payment traffic fines.

## 6.2 Stakeholder Analysis

Stakeholder	Influence	Expectations
Infringers, Drivers	Road traffic infringements, penalties, road injuries and deaths.	Fair, lawful, reasonable and reliable road infringements management processes. Lower infringement penalties
Road Users, Citizens	Accountability for road traffic infringements and consequences.	RTIA transparency, accessibility and road user safety education. Agency to influence road safety trajectory
IA, DLTC, RA Local government/Province	Fairness and transparency in adjudication and administration of AARTO so that people can trust the intention and spirit of the AARTO Act	Build trust through facilitation to foster compliance with traffic laws. Improved AARTO legislative regime for improved driver accountability. Improved collaboration with the Agency.
SAP0	Link RTIA, business and public with each other on their established infrastructure. Influence on operations	Prompt and structured information supply and value chain.
Financial institutions/ Bank payment platforms	Revenue as well as accessibility of payment platforms	Provide quality financial payment platforms to cater to online/real time financial systems.
Political groups	Information sharing, workshops, seminars that report on and assess the implementation of road and economic policies	Improved institutional accountability. Promoting a shared vision of South Africa's development strategy. Social dialogue on broad policy framework. Securing the commitment and active participation of all role players on traffic and transport environment.
Shareholder & DOT	Enable accurate implementation, oversight	Delivery of RTIA legislative mandate. Implement national roll-out of AARTO and strategic direction. Periodic reporting and accountability. 100% Performance Predetermined Outcomes. Submission of proposed legislative changes. Deliver on NDP ideals. Public consultation. Collaboration, education and accessibility
Parliament	Legislation and oversight	
Public Transport Associations	Influence on operators	
MUARC- Monash University Accident Research Centre and Academic Institutions	Benchmark and policy influences	Research, Advice and Support
RTMC	Influence on enforcement standards and NCR	Business & system requirements; Support Road Safety Strategy;
SANRAL	Influence on the integrity of operations	Compliance and Collaboration
MINMEC	Influence on implementation	Support endorsement and collaboration
NPA/Justice	Prosecutions and rehabilitation	Collaboration and training
Other Government Entities	Operations	Collaboration
Fleet Management Companies	Operations	Collaboration and Training
NICRO and other Rehabilitation Institutions	Rehabilitation and Implementation	Collaboration
Civil Society	Civil Rights protection	Accountability; Ethical Behaviour and Compliance

Figure 2: Stakeholder Analysis

## 6.3 PESTEL Analysis

### 6.3.1 Political Factors

Political instability brought about by society's dissatisfaction with alleged ruling party's inability to deliver on basic services, supply of reliable source of energy and water, alleviation of poverty and perceived inability to create jobs amongst the few expectations. Over and above the risk of political instability due to governance and policy conflict,

certainty exists in the risk of a policy shift towards reduced support for AARTO implementation. Other segments at local government have already made policy statements that are anti-AARTO in its current form. A further concern is the intermittent political changes in municipal administration of various localities.

The recent legislative IEC Bill on the introduction of individual political contenders for office presents a new political factor to be considered during planning. Organised Labour remains a strong force in the economy and the relationship it enjoys with the state has an impact on the successful introduction and implementation of the new policies, though this is foreseen to change in the near future given that some trade unions want to be stand-alone political contenders.

The implementation of AARTO has implication on retention of jobs for driving employees if in violation of the policy. The AARTO policy further enjoys a significant support from the Executive Authority, including MECs responsible for portfolios of Transport and Community Safety in various Provinces. An AARTO socio-economic impact study 2020 sanctioned by SALGA has advanced benefits of the AARTO system to impact advancing fewer infringement notices issued resulting in improvement of road quality, road infrastructure, and improved safety levels. It has further highlighted areas of preparation and improvement for AARTO to be successfully rolled-out.

### **6.3.2 Economic Factors**

According to the SA Stats 2021/22, the South African economy is on the decline largely because of implications of the COVID-19 pandemic, rising unemployment, increased crime rates, and rising inflation having an impact on disposable income as well as a decline in GDP stats. The KZN natural disaster places a further burden on the economic value chain of one of the most economically active seaports.

The SA fiscal outlook remains constrained as revenue and can only recover with virtual economic growth. The Stats SA report further outlines a weak labour market owing to increased job losses and an increase in distressed public cooperation, fragile business, and reduced consumer confidence, which will contribute towards domestic economic

growth moderating 2.2% in 2022 and 1.6% in 2023. The increased household consumption rate may have an impact on disposable income to pay traffic fines.

This development is further exacerbated by the sharp increase in energy costs particularly fuel and electricity. The sharp increase in fuel costs has a direct impact on the cost increase of commodities. The increases in social grants emanating from the increase in unemployment and the effects of COVID-19 have a direct impact on fiscal to fund AARTO operations.

### **6.3.3 Social Factors**

The effects of COVID-19 have had a direct impact on the unemployment levels, averaging between 61.4% and 41.2% in the two youth categories. The Influx of foreign nationals committing traffic infringements has been perceived as AARTO not having an impact on this segment of driver population. Of particular concern, is the increased crime rates and their impact on the social dynamics in the Republic.

The abuse of drugs and alcohol is an identified trend in the society and has an impact on policy development and driver behaviour. Increased irresponsible and reckless driver behaviour without consequence and driver accountability requiring urgent enforcement and regulatory intervention. The AARTO Act as an adjudication intervention including Point Demerit System comes in handy as a possible panacea to deter similar behaviour on SA roads. It has been evident over the years that enforcement alone without mandatory interventions forcing self-regulation has not had a significant impact on road user behaviour.

The revolution of consumer behaviour, augmented reality and virtual business operations present new vehicle driver and road dynamics with future prediction of less vehicular movement, decreasing probabilities of road incidents, requiring a varied business and operating model from the Agency.

### **6.3.4 Technological Factors**

The high speed of technological advancement sets the tone for business and service offerings. The 4<sup>th</sup> IR is changing the world of business at rapid pace. This includes the

advent of driverless vehicles, SMART law enforcement, SMART Regulation, Robotics, machine learning, automation, and big data management & warehouses for back office management. AARTO policy and legislative development ought to be cognisant of all the technological advancements and align its policies and interventions on technological development.

Remote working requires digitization of all processes and documentation in all organisations in order for corporates to be able to interface in the world of business and related developments. In considering ICT policies, digitization must be central and expedited review and implementation of the ICT strategy it's necessary to align with the world.

### **6.3.5 Environmental Factors**

The reduction and transformation of paper-based business to a more automated operation is key to contributing to the green economy. The decrease in traffic movement has had a positive impact on driver emissions in that, comparatively lesser vehicles are on the road post the advent of the COVID-19 pandemic. This will certainly have an impact on climate change and contribute to the global agenda of lessening carbon emissions to save and reduce global warming.

Effective AARTO implementation is highly likely to reduce road traffic patterns because of fear of consequences of non-compliance with road rules. Again, this will have an impact on the carbon emissions. Road traffic information has presented an unacceptable number of unlicensed and roadworthy vehicles on SA roads. The above dynamics require drastic business innovation from RTIA.

### **6.3.6 Legal Factors**

The AARTO environment is highly litigious owing to the infancy of the type of regulation in the Republic. In constructing and reviewing the AARTO legislation, consideration ought to be made to all other legislation that may be impacted by the review. During public consultation of the AARTO Amendment Act, several shortcomings and concerns were raised by affected stakeholders and interested parties including NEDLAC.

On the 12<sup>th</sup> of July 2023, the ConCourt upheld the RTMC appeal to the High Court judgment and the order of the High Court was set aside. The application is dismissed with no order as to costs. It is, however, anticipated that the Agency shall resume with the AARTO national roll out plans approved for the current strategic cycle and in starting the next new cycle.

## 7 Internal Environmental Analysis

## 8 AARTO Value Chain Analysis

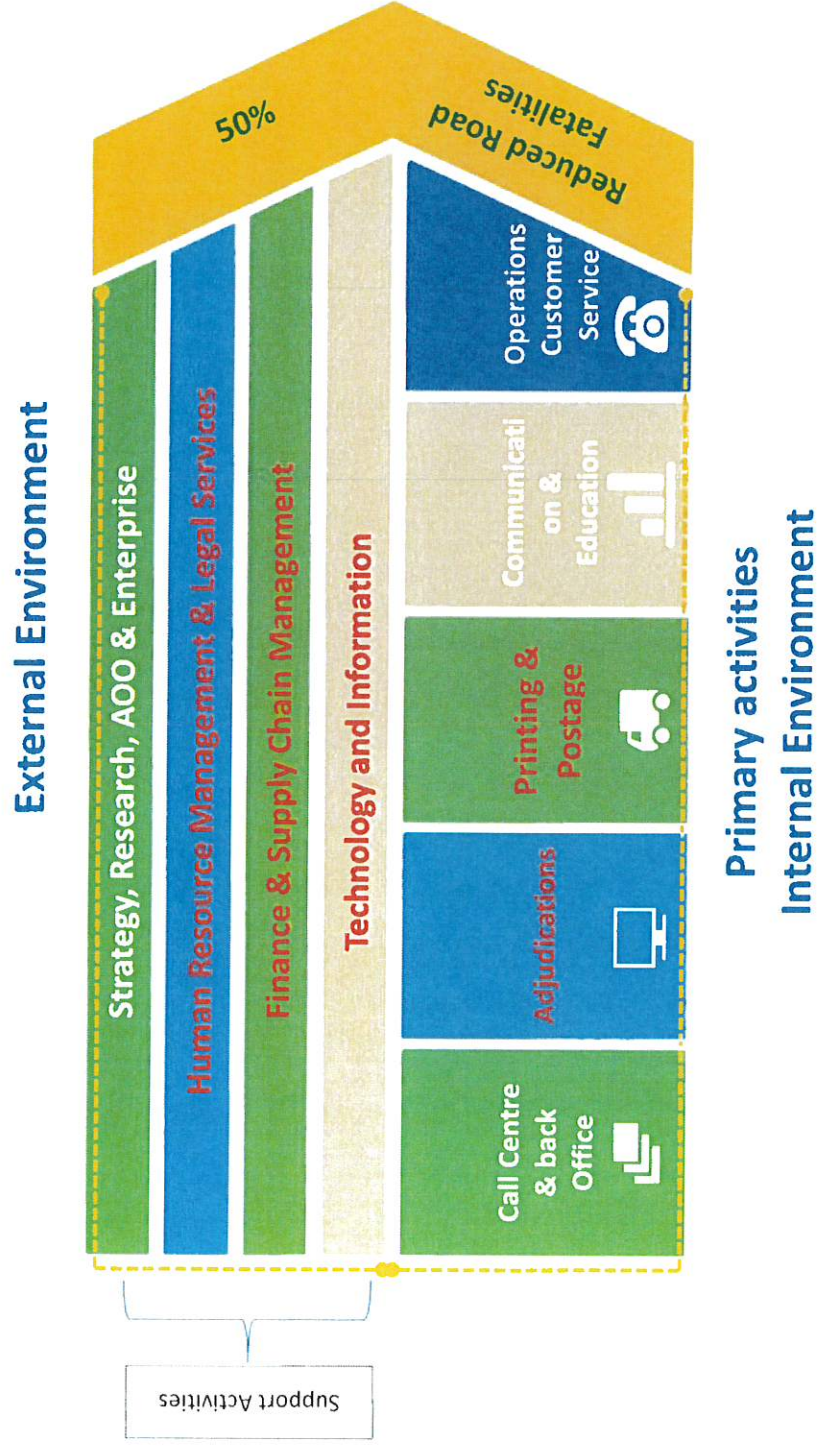


Figure 3: AARTO Value Chain Analysis



An effective strategy development process should be characterised by an in-depth internal analysis of the business environment, chief to the operating environment is the assessment of the value creation pillars of an organization. The RTIA is in the business of administrative adjudication of infringements, which is premised and regulated by the Constitutional, Administrative, and AARTO Legislation. Among the important tools that can assist organizations in assessing business processes in product development and service offerings is the Value Chain Analysis as can be depicted in the diagram above.

An analysis of the business support environment revealed that the organization requires internal capacity that would enable it to drive business and discharge its mandate, which now is inadequate. Mission-critical is the IT-enabled business environment. Among the internal business, weaknesses include engrained manual business processes, lack of business integration, traditional and manual document management to mention a few. The IT environment requires urgent investment in developing a comprehensive ICT Strategy that would outline areas of improvement and the order in which these should be prioritised over a 3 to 5-year period.

The Finance function, particularly procurement and contract management are among support functions that require policy and efficiency improvements with the view to enhance business in established expeditious procurement and contract management processes. This would certainly improve organizational performance and the internal control environment.

Central to weaknesses in the identified business functions comprise a lack of capacity in terms of adequate staffing levels. This challenge cuts across the organization including but not limited to core functions, Legal Services, PMO, and Communications. The make-or-break challenge in the value chain is the external dependencies in the execution of the AARTO process, wherein the process is highly dependent on postage and related systems.

Challenges presented by postage inefficiencies are likely to compromise the impact of the AARTO intervention to the extent that the full road safety solution may not be fully realised if the challenges are not addressed. First price in addressing the value creation emanating from this weakness is the urgent diversification of postage services as well as methods of

service. AARTO is an administrative system based on communication through postage. Urgent implementation of postage efficiencies as well as performance monitoring through forwarding integration has become more urgent than previously required.

## 9 SWOT Analysis: Internal Analysis

The high level SWOT Analysis presented the following top considerations; evident is the amount of opportunities available to RTIA:

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Accomplished AARTO expertise;</li> <li>14 years AARTO data;</li> <li>Internationally Benchmark AARTO principles;</li> <li>Differentiated Service Agent.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of access to real-time NCR data</li> <li>Prolonged organizational re-engineering</li> <li>Fraud &amp; Corruption</li> <li>Limited funding streams</li> <li>Sluggish uptake of ICT innovations</li> <li>Inadequate monitoring and evaluation</li> <li>Financial constraints</li> <li>Fragmented business processes</li> </ul>	<ul style="list-style-type: none"> <li>National AARTO roll out;</li> <li>Marketing of AARTO benefits;</li> <li>Improvement of serving of AARTO documents;</li> <li>Administrative Adjudication of foreign registered drivers &amp; vehicles;</li> <li>Develop alternative funding avenues;</li> <li>Technology Enabled &amp; Streamlined Processes</li> <li>Deployment of AARTO in the African continent;</li> <li>Support IAs in law enforcement and road safety initiatives.</li> <li>Leverage on R&amp;D and data analytics to improve business efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Delays in the AARTO proclamation</li> <li>Rigid legislative environment;</li> <li>Fraud &amp; Corruption;</li> <li>The distorted public image of AARTO</li> <li>National Contravention Register downtime</li> <li>Inherent inter-dependencies in the AARTO value chain</li> <li>Inability for critical partners to deliver in an effective and efficient manner as per expectations</li> <li>Cyber security Threats</li> </ul>

Figure 4: SWOT Analysis

## **10 STRATEGIC ANALYSIS AND CHOICE**

### **10.1 Status Quo Analysis**

#### **10.1.1 Implications of the Constitutional Court Judgement**

The Constitutional Court pronounced in favour of the Department of Transport and all other related parties in the AARTO Act case. The judgement has opened the process of continuing with the preparations for AARTO National Rollout and to fast track the Readiness Assessment with all the Issuing Authorities as well finalising matters related to signing of the Proclamation of AARTO Amendment Act and gazetting of the AARTO Regulations.

#### **10.1.2 AMIP Implications**

During the year 2021/2022, the RTIA had planned to roll out AARTO nationally. This approach was allocated funding of R215 Million ring-fenced. Chief among interventions delivered during the year under review-included deployment of a robust communication plan comprising all media platforms over a period of the financial year. The plan focused mainly on AARTO Education Awareness as well as the distribution of Education & Training material.

While the allocated R215 Million budget was earmarked only R150 Million was received which was not spent in its entirety resulting in only R56 Million spend during this period. Following extensive consultation with the National Treasury on the retention of unspent AARTO funds, it was concluded that R147 million should be returned to the National Revenue Fund through the National Department of Transport. A further business case for the ring-fenced AARTO budget of R166 million for the 2022/2023 MTSF period has been advanced in order to secure the AARTO funds needed to fund the preparatory work required for the anticipated National rollout.

The SMS project has been earmarked to be utilized to robustly communicate the implications of the high court judgement as well as the obligations of motorists and those of IA's. Central to the intended SMS communication is the need to improve debt collection to amplify the funding of organizational operations.

Among the biggest projects planned to be deployed with the National, AARTO rollout includes the procurement of mobile busses, driver simulators for driver rehabilitation, Funds planned for psychosocial interventions to complement rehabilitation interventions, Staffing cost, appeals Tribunal Costs. Costs earmarked for the CRM are intended to be committed in the preceding year given its importance for business continuity.

The AMIP plan is planned to be re-baselined to pursue projects that are almost complete including the completion of the electronic service.

### **10.1.3 Finance & Procurement**

In line with the budget review for 2024/2025, all critical budget items that command significant funding have been prioritised and communicated with the Department of Transport and the National Treasury for consideration during the anticipated AARTO National Rollout. All critical projects earmarked for implementation will proceed only if the Shareholder and the National Treasury provides concurrence.

All possible contracts that have been earmarked are in the process of being analysed and implications identified will be explored to determine the best available options for alignment with the annual performance plan and the PFMA as well as other related prescripts.

The RTIA is at the advanced stage of procuring office accommodation, previously this area had attracted irregular expenditure and adverse findings arising from the non-compliance with *The Occupational Health and Safety Act 85 of 1993*. This project is expected to be finalised in the 2024/2025 financial year. The RTIA intends to expand its national footprint in terms of office space accommodation at a provincial and district level.

### **10.1.4 Operations**

On the 12<sup>th</sup> of July 2023, the ConCourt upheld the RTMC appeal to the High Court judgment and the order of the High Court was set aside. In this regard, the Agency will continue to focus on implementing its strategic goals set in the in the 2020-2025 medium term strategic framework.

The AARTO Readiness Report and the Master Implementation Plan have been developed and are continuously updated to identify all the stakeholder operational needs which might pose challenges prior the envisaged national rollout date.

#### **10.1.5 Staffing Considerations**

The staffing of the Agency has been placed in abeyance pending the approval of the RTIA organisational structure by the shareholder. Currently the structure has been approved by the RTIA Board and staffing of the organisation shall resume once approval has been granted. The only exception applies to the appointment of additional representation, enforcement order officers, PMO, and fixed-term contract where necessary.

#### **10.1.6 Final Business Analysis**

On the 12<sup>th</sup> of July 2023, the Constitutional Court ruled on the AARTO Act in favour of Government. To this effect, the RTIA has intensified the plans of the AARTO national roll out. The phased implementation approach is intended to happen during the 2024-25 financial year. The implementation will be preceded by the signing of the Proclamation Notice of AARTO Amendment Act by the President of Republic as well as the gazetting of the AARTO Regulations by the Minister of Transport.

### **10.2 Preferred Scenario**

It is envisaged that the national AARTO Roll out is targeted for implementation during the 2024-25 financial year supported by a fully-fledged Appeals Tribunal, with Points Demerit system and Driver Rehabilitation for the most critical road traffic and transport offences and recidivist drivers. By the end of the 2020 – 2025 strategic cycle, it is expected that the AARTO implementation will be in full swing.

#### **10.2.1 Staffing Implications**

In the immediate, the Agency may consider capacitating the Representations, Legal, Research, Project, HR, SCM and provincial offices. This with the view to commence with the preparation of the re-baselining of the AMIP project and preparing for national rollout in about during the 2024-25 financial year.

Good prospects exist that the Agency may be allowed to administer the Appeals Tribunal though using a different dispensation, which advances independence thereof. In this case, a progressive approach to staffing all divisions would have to be adopted wherein only required vacancies are filled.

Key to consider is the necessity to amplify staff in the core business, particularly representations, enforcement order and revocations, back office, and frontline as well as communication division. Research and project offices would have to be capacitated to support core business functions to the point of a full rollout.

#### 10.2.2 **Core Business**

All core functions including communications and marketing would continue to be functional in their current form and discharge responsibilities within the Tshwane and Johannesburg jurisdictions and to a very less extent in all other provinces. This will be the case until the AARTO Rollout date is proclaimed. Improvement in the AARTO value chain would be in focus to resolve the postage and NCR and efficiencies in the system.

#### 10.2.3 **Marketing & Communication**

A detailed response plan based on the reputation survey report would need to be funded to communicate the status of court proceedings and its implications. This function would have to detail the plan of action and projected timelines until the AARTO legislation is proclaimed.

Further robust education drives would have to be prioritised for motorists to be advised on their rights and obligations in Tshwane and Johannesburg as well as when the legislation is rolled out nationally. This option provides the RTIA with an opportunity to take advantage of lessons learned and deploy potent communication and marketing interventions.

#### 10.2.4 **Finance & SCM**

The Agency managed to receive approval on its surplus retention in the 2022/2023 period from the prior years and can meet its obligation. Among the limitations is the historic inability of the Agency to spend its entire allocated budget. Significant innovations would be put in place to ensure improved service delivery through value-driven expenditure of the budget.

Among the priorities in the reporting period would include the introduction of other means to ensure the collection of state revenue due from infringers and Issuing Authorities. The improvement of the turnaround times to settle outstanding invoices would receive priority since it is part of interventions to support small business and sustain small to medium enterprises.

The procurement and maintenance of office accommodation would come into focus. The current AMIP Budget priorities has been revised and aligned with the annual performance plan and other related dynamics. A revised procurement plan in consultation with the DoT and National Treasury will be produced.

#### 10.2.5 **AARTO Readiness Audit**

The AARTO Readiness assessment would need to be augmented by refresher training of Law enforcement personnel, NPA, engagement with SAPO on their service delivery model to support the national Rollout.

The need to consider the national footprint of services without having physical people country-wide, particularly in servicing rural areas may have negative implications on delivery of the strategy. The aggressive deployment of online services, self-service kiosks, and integration of AARTO with convenience stores may assist with improved business operations and extended services.

#### 10.2.6 **Research & Development**

It is envisaged that a research agenda report would guide the priorities of the Agency in the year under review. The AARTO philosophy is still in its infant stage and require significant amount of research to build an administrative adjudication system that is responsive to the SA societal challenges.



## 12. RTIA THEORY OF CHANGE

### RTIA THEORY OF CHANGE

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACT
Approved RTIA Communication Strategy	AARTO Social Media education and awareness campaign messages posted through social media platforms: Instagram, Twitter & Facebook.	Social media messages produced	Cultivate good road user behavior through educational programs	Informed and compliant road user community. Enhanced compliance to road traffic laws in South Africa
	AARTO education and awareness campaign activations conducted through community activations or print media platforms or radio stations	AARTO Education material developed and shared		
	IA's, DLTC's, Insurance Companies, Vehicle Rental Companies and RA's trained on the AARTO legislation and how it impacts their members and their business	Stakeholder Groups trained on AARTO Legislation		
AARTO Act and Regulations	Billboards situated on 4 national roads are selected to place AARTO messages to market and advertise AARTO	AARTO Advertised on National Roads	Efficient and Fair Adjudication Processes	Enhanced RTIA adjudication efficiencies to ensure compliance with the provisions of the AARTO Act
	The percentage of representations that falls within the window period adjudicated from the captured date	Improved & Efficient AARTO system & Processes		
Approved ICT Strategy	Review applicable provisions of the Adjudications Framework to align to the AARTO Act and the Regulations	Approved Adjudications Framework	RTIA IT Business Enablement	Established digital platform to enable
	Implement 4 Interim ICT Strategy initiatives identified for year 1	ICT Strategy Implemented		

Approved Governance, Internal Control, Risk Management and HR Policies	Produce two AARTO related Research Reports	Number of Research Reports approved	Reliable Road User Research & Analytics	Intelligent & smart RTIA operations
	Develop the Big Data Strategy	Big Data Strategy Approved		
	Implement 100% audit action plan steps to address AG Findings	100% of AG Recommendations Implemented		
	Respond to Parliamentary Questions within seven days	Adequate & timely responses to Parliamentary Questions		
	Resolve reported incidents of corruption within 90 days	Resolution of reported incidents of corruption		
	Implement three SET initiatives	Functional social and ethics structures SET Strategy implemented		
	100% elimination of cases of wasteful and fruitless expenditure	Elimination of wasteful and fruitless expenditure		
	95% reduction of cases of Irregular expenditure	Reduction irregular expenditure		
	Payment of valid invoices within 30 days	Compliance to 30 day payment of valid invoices		
	Develop AARTO Readiness Report of the IA's	AARTO Readiness Report Developed		
Update AMIP Plan		AARTO National Rollout	Seamless and coordinated implementation of AARTO by all key stakeholders countrywide.	

**THEORY OF CHANGE NARRATIVE**

The AARTO Act was assented during 1998 and proclaimed only for Johannesburg and Tshwane Metros. AARTO services are available in all RA's (Registering Authorities) as well as in the 42 AARTO service outlets throughout the country. These services are offered against the 44 districts and over 230 municipalities. A great proportion of motorists pass through Gauteng roads from various provinces however are not successful in receiving services in their respective cities despite the availability of these services at some of the identified DLTC's and RA's in the respective provinces.

The national implementation of AARTO will bear positive results to influence change of behaviour in road users as well as bring a dramatic decline in the loss of life on the road. The road crashes statistics have demonstrated that there is a slight change in the behaviour of road users in the country emanating from the concerted 365 days' law enforcement and road safety education and awareness initiatives implemented across the nine provinces.

The pronouncement of the AARTO Act, judgement on the validity of the Act by the Constitutional Court in July 2023, provides us with leverage to enhance the social and traditional media campaigns on AARTO education and public awareness throughout the country in partnership with the Interfaith community, Youth and Women-led formations, Traditional Authorities in the rural areas, the Taxi Associations as well as the university students. Our short to medium-term strategic targets exhibit such intentions and the necessary allocation of budget has been made available to ensure that we implement these targets to bring meaningful change to secure the lives of our people in the roads of South Africa.

The AARTO Master Implementation Plan is regularly updated to ensure that the national rollout of AARTO will be done seamlessly and proficiently soon after the AARTO Amendment Act has been proclaimed by the President and the AARTO Regulations been gazetted by the Minister of Transport.

### 13. LOGICAL FRAMEWORK

#### RTIA LOGICAL FRAMEWORK

No.	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	RISK FACTORS
1.	Social media messages produced	Number of AARTO Education and Awareness Social Media Campaigns deployed	600 AARTO Education and Awareness Social Media Campaigns deployed	Social Media Platforms' Monthly and Quarterly Performance Reports	The majority of Road Users Have Access to social media	Communication reach and brand reputation
2.	AARTO Education material developed and shared	Number of Mainstream AARTO Education and Awareness Campaign activations	240 Mainstream AARTO Education and Awareness Campaign activations deployed	Back to office reports with registers/Webinar recordings/an approved signed-off implemented campaign schedules/online and Hardcopy News Papers/TV/Magazines/Radio Soundbites and Bulletins/Electronic/Static Billboards and Media Monitoring Reports	Mainstream media and public/community is a common public communication platform	Communication reach and Brand Reputation
3.	Stakeholder groups <b>workshopped</b> on AARTO Legislation	No. of stakeholders workshopped on AARTO Legislation	4 Stakeholders workshopped on AARTO Legislation	Attendance register of the people who attended and trained on AARTO. There will be a report produced at the end of each round of stakeholder workshop	The majority of stakeholder groups are aware of the intention to rollout AARTO throughout the country, including the contestations on the legislation provisions.	Failure to influence change in road user behaviour through educational programmes
4.	Improved & Efficient AARTO system & Processes	% of representations adjudicated within 21 days of date of capture	100% of received representations adjudicated within 21 days of date of capture	NCR report	It is assumed that RTIA will have the capacity to adjudicate received representations within 21 days	Limited Control and influence resulting from External dependency

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No.	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	RISK FACTORS
5.	Approved Adjudications Framework	Revised Adjudications Framework Approved	Revised Adjudications Framework Approved	Approved Revised Adjudication Framework	Appointment of a Manager in the Unit by 31 March 2023	Misaligned representation decisions
7.	100% of AG Recommendations Implemented	% Implementation of Audit Action Plan	100% Implementation of Audit Action Plan based on 2022/23 AGSA report  Unqualified Audit Report	Audit Findings Dashboard and Internal Audit Follow-up Reports (only during Quarter 4)  AGSA Audit opinion	The RTIA to adhere and monitor the audit action plan	Subjectivity in the definition of a clean audit
8.	Adequate & timely responses to Parliamentary Questions	% Responses to Parliamentary questions within stipulated timelines	100% responses to parliamentary questions within the stipulated time frame	Official Parliamentary question and answer to each question.	Parliament frequently asks the DoT questions on the running and compliance of the Agency to prescripts.	Irregularities in compliance and reporting processes
9.	Resolution of reported incidents of corruption	% Resolution of reported incidents of corruption resolved within 90 days	95% Resolution (Investigation Stage) of reported incidents of Corruption within 90 days	Registrar signed off Bi-Annual Reports on steps taken to ensure resolution of reported incidents of corruption	The nature of the traffic management business has historically been dominated by reports of bribery and corruption	Irregularities in compliance and reporting processes
10.	Functional social and ethics structures SET Strategy Implemented	Number of Initiatives of the SET Strategy Implemented	3 Initiatives of the SET Strategy Implemented	Registrar's Signed off Letter of Appointment and minutes of Committee and training reports	The RTIA has sufficient skilled human resources that can establish and maintain ethics committee meetings.	Inability to infuse the culture of morality and ethics
11.	Elimination of wasteful and fruitless expenditure	% Reduction of Wasteful and Fruitless Expenditure	100% reduction of cases of wasteful & fruitless expenditure	Financial & Expenditure Accounts and Internal Audit Reports (where applicable)	The RTIA has in recent years recorded fruitless wasteful and expenditure	Negative outcome

No.	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET	MEANS OF VERIFICATION	ASSUMPTIONS	RISK FACTORS
12.	Reduction irregular expenditure	% Reduction of Irregular Expenditure	95% reduction of cases of irregular expenditure	Financial & Expenditure Accounts, Internal Audit Reports, and SCM monthly reports	The RTIA has in the current financial identified irregular expenditure as per findings of the AG in the previous financial year	Negative audit outcome
13.	Compliance to 30 day payment of valid invoices	100% valid Supplier Invoices Paid within 30 days	30 Days payment turnaround time	Financial Reports	Approved Budget and Procurement Plan	Non-Compliance
14.	AARTO Readiness Reports Developed	Number of AARTO Readiness Assessments Reports Developed	Approved Readiness Assessment Report	Approved Readiness Assessment report against the plan	AARTO Amendment Act to be proclaimed into law and project funded according to the projected ENE budget	Non-Proclamation of the AARTO Amendment Act

## 14. PART C: MEASURING RTIA PERFORMANCE

### Institutional Programme Performance Information

#### 14.1.1 Impact Statement

**Impact Statement** Improved road user behaviour derived from fair adjudication, driver accountability, driver rehabilitation and AARTO education and awareness.

**14.1.2 Programme 1: AARTO Administration & Education**

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

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

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
				2023/24	2024/25	2025/26	2026/27
1	Cultivate good road user behavior through educational programs	Social media messages produced AARTO Education material developed and shared	Number of AARTO Education and Awareness Social Media Campaigns Deployed	270 AARTO Education and Awareness Social Media Campaigns deployed	600 AARTO Education and Awareness Social Media Campaigns deployed	600 AARTO Education and Awareness Social Media Campaigns Deployed	AARTO Education and Awareness Social Media Campaigns Deployed
2			Number of Mainstream AARTO Education and Awareness Campaign activations	120 Mainstream AARTO Education and Awareness Campaign activations deployed	240 Mainstream AARTO Education and Awareness Campaign activations deployed	480 Mainstream AARTO Education and Awareness Campaign activations deployed	Mainstream AARTO Education and Awareness Campaign activations deployed
		Stakeholder groups workshopped on AARTO Legislation	Number of Stakeholder Groups workshopped on AARTO Legislation	4 Stakeholder Groups workshopped on AARTO Legislation	4 Stakeholder Groups workshopped on AARTO Legislation	8 Stakeholder Groups workshopped on AARTO Legislation	Stakeholder Groups workshopped on AARTO Legislation

Table 2 KPIs Programme 1 AARTO Administration and Education

**14.1.3 Programme 2: Adjudication & AARTO Support**

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

Strategic Goal 2: Voluntary compliance with road traffic laws				Baseline/Estimated Performance	MTEF Targets
No	Outcome	Outputs	Output Indicators		

	2023/24	2024/25	2025/26	2026/27
Efficient and Fair Adjudication Processes	100% of representations adjudicated within 21 days of receipt	100% of received representations adjudicated within 21 days of date of capture	100% of received representations adjudicated within 21 days of date of capture	100% of received representations adjudicated within 21 days of date of capture
Improved & Efficient AARTO system & Processes	% of representations adjudicated within 21 days of date of capture	100% of received applications of revocation of enforcement orders adjudicated within 21 days of date of capture	100% of received applications of revocation of enforcement orders adjudicated within 21 days of date of capture	100% of received applications of revocation of enforcement orders adjudicated within 21 days of date of capture
Efficient and Fair Adjudication Processes	Revised Adjudication Framework	100% of received applications of revocation of enforcement orders adjudicated within 21 days of date of capture	100% of received applications of revocation of enforcement orders adjudicated within 21 days of date of capture	100% of received applications of revocation of enforcement orders adjudicated within 21 days of date of capture

Table 3:KPI Programme 2 - Adjudication and AARTO Support

**14.1.4 Programme 3: AARTO Information & Analytics**

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

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

No.	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance	MTEF Targets		
				2022/23	2023/24	2024/25	2025/26
	RTIA IT Business Enablement	ICT Strategy Implemented	Number of approved ICT Strategy initiatives Implemented	N/A	Implementation of 4 ICT Strategy initiatives identified for year 1	Implementation of 4 ICT Strategy initiatives identified for year 2	Implementation of 4 ICT Strategy initiatives identified for year 3
	Annual State of the AARTO Operations Report	State of the AARTO Operations Report	AARTO Operations Report	N/A	Annual State of the AARTO Operations Report Produced	Annual State of the AARTO Operations Report Produced	Annual State of the AARTO Operations Report Produced

Table 4:KPs Programme 3 – AARTO Information and Analytics



**14.1.5 Programme 4: Governance & Sustainability**

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

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

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance			MTEF Targets	
				2023/24	2024/25	2025/26	2026/27	
8	Improved Governance & strengthened control environment	100% of AG Recommendations Implemented	% Implementation of Audit Action Plan	100% Implementation of Audit Action Plan based on 2021/22 AGSA report	100% Implementation of Audit Action Plan based on 2022/23 AGSA report	100% Implementation of Audit Action Plan based on 2023/24 AGSA report	100% Implementation of Audit Action Plan based on 2024/25 AGSA report	
9		Adequate & timely responses to Parliamentary Questions	100 % Responses to Parliamentary questions within the stipulated timeframes	2 reports on responses to Parliamentary questions within stipulated timeframes	100% within stipulated timeframes (100% of Parliament questions responded to within stipulated time frames)	100% within stipulated timeframes	100% within stipulated timeframes	
10		Resolution of reported incidents of corruption	% Resolution (Investigation Stage) of reported incidents of corruption	100%	95% resolution (Investigation Stage) of reported incidents of corruption within 90 days	95% resolution (Investigation Stage) of reported incidents of corruption within 90 days	95% resolution (Investigation Stage) of reported incidents of corruption within 90 days	

2

No	Outcome	Outputs	Output Indicators	Baseline/Estimated Performance			MTEF Targets		
				2023/24	2024/25	2025/26	2026/27		
11	Functional social ethics structures and SET Strategy Implemented	Number SET Strategy Initiatives Implemented	2 Reports on Social and Ethics Committees established and operationalised	3 Initiatives of SET Strategy Implemented	3 Initiatives of SET Strategy Implemented	3 Initiatives of SET Strategy Implemented	3 Initiatives of SET Strategy Implemented		
12	Elimination of wasteful and fruitless expenditure	% reduction of cases of wasteful & fruitless expenditure	Zero instances of Wasteful and Fruitless Expenditure incurred	100% reduction of cases of wasteful & fruitless expenditure	100% reduction of cases of wasteful & fruitless expenditure	100% reduction of cases of wasteful & fruitless expenditure	100% reduction of cases of wasteful & fruitless expenditure		
13	Reduction of irregular expenditure	% reduction of cases of irregular expenditure	Zero instances of irregular expenditure	95% reduction of cases of irregular expenditure	95% reduction of irregular expenditure	95% reduction of irregular expenditure	95% reduction of irregular expenditure		
14	Compliance to 30 day payment of valid invoices	Payment of supplier turnaround time	100% valid Supplier Invoices paid within 30 days	100% valid Supplier Invoices paid within 30 days	100% valid Supplier Invoices paid within 30 days	100% valid Supplier Invoices paid within 30 days	100% valid Supplier Invoices paid within 30 days		

Table 5: KPIs Programme 4 - Governance and Sustainability

**14.1.6 Programme 5: AARTO National Rollout**

**14.1.6.1 Purpose:** The programme exists to position the RTIA to address seamless and coordinated implementation of AARTO by all key stakeholders countrywide. The Strategy Division are actors in the programme.

**Strategic Goal 5:** Ensuring Seamless and Streamlined roll-out & Management of AARTO Capabilities countrywide by Stakeholders for the Consistent Application of the AARTO Act

No.	Outcome	Outputs	Baseline/Estimated Performance		MTEF Targets	
			2023/24	2024/25	2025/26	2026/27



No	Output Indicators	Annual Target 2024/2025	Quarterly Targets			
			1st	2nd	3rd	4th
	workshopped on AARTO Legislation					

Table 6: Programme 1 - Annual Performance Target

**Programme 2: Adjudication & AARTO Support**

No	Output Indicators	Annual Target 2024/2025	Quarterly Targets			
			1st	2nd	3rd	4th
2.1	% of representations adjudicated within 21 days of date of capture	100% of received representations adjudicated within 21 days of date of capture	100% of representations adjudicated within 21 days from date of receipt	100% adjudicated within 21 days	100% adjudicated within 21 days	100% adjudicated within 21 days
2.2	% of applications for revocation of enforcement orders adjudicated within 21 days of date of capture	100% of received applications of revocation of enforcement orders adjudicated	100% of received applications of revocation of enforcement orders adjudicated	100% of received applications of revocation of enforcement orders adjudicated	100% of received applications of revocation of enforcement orders adjudicated	100% of received applications of revocation of enforcement orders adjudicated

Table 7: Programme 2 Annual Performance Target

**Programme 3: AARTO Information & Analytics**

No	Output Indicators	Annual Target 2024/2025	Quarterly Targets			
			1st	2nd	3rd	4th
3.1						

Number of ICT Strategy initiatives identified for year 2 implemented	Implementation of 4 ICT Strategy initiatives identified for year 2	ICT Strategy Approved	ICT Implementation Plan Approved	Implementation of 2 ICT Strategy initiatives identified for year 2	Implementation of additional 2 ICT Strategy initiatives identified for year 2
Number of AARTO Operations Report Produced	Annually	-	-	-	Annual State of the AARTO Operations Report Produced

Table 8: Programme 3 Annual Performance Target

**Programme 4: Governance & Sustainability**

No	Output Indicators	Annual Target 2024/2025	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
4.1	% Implementation of Audit Action Plan	100% Implementation of Audit Action Plan based on 2022/23 AGSA report	-	Develop an Implementation Plan for approval by ARC	50% of approved Audit Action Plan Implemented	100% of approved Audit Action Plan implemented based on 2022/23 AGSA report
4.2	% Responses to Parliamentary questions within stipulated timelines	100% responses to parliamentary questions within the stipulated time frame	-	100% responses to parliamentary questions within the stipulated timeframe	-	100% responses to parliamentary questions within the stipulated timeframe
4.3	% Resolution of reported incidents of corruption resolved within 90 days	95% Resolution(Investigation Stage) of reported incidents of Corruption within 90 days	-	95% Resolution(Investigation Stage) of reported incidents of Corruption within 90 days	-	95% Resolution(Investigation Stage) of reported incidents of Corruption within 90 days
4.4	Number of Initiatives of the SET Strategy Implemented	3 Initiatives of the SET Strategy Implemented	Implementation Plan Developed	-	Progress Report Approved	3 SET Strategy Initiatives Implemented
4.5	Reduction of Wasteful and Fruitless Expenditure	100% reduction of cases of wasteful & fruitless expenditure	-	Report of steps taken to reduce wasteful & fruitless expenditure	-	100% reduction wasteful & fruitless expenditure
4.6	% Reduction of Irregular Expenditure	95% reduction of cases of irregular expenditure	-	Report on steps taken to	-	95 % reduction irregular

No	Output Indicators	Annual Target 2024/2025	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
4.7	% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	reduce irregular expenditure 100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days	100% valid Supplier Invoices Paid within 30 days expenditure

Table 9: Programme 4 Annual Performance Targets

**Programme 5: National AARTO Rollout**

No	Output Indicators	Annual Target 2024/2025	Quarterly Targets			
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
5.1	Post Implementation Report	Approved Post Implementation Report	Draft Post Implementation Report	Draft Post Implementation Report	Draft Post Implementation Report	Approved Post Implementation Report

Table 12: Programme 5 Annual Performance Targets: AARTO National Rollout

## 16. Programme Resource Allocations

Statement of Financial Performance	Audited						Medium Term Estimates				
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Government grant	10 092,00	17 696,00	11 722,00	7 770,00	8 193	8 646,00	9 076,00	9 468,00	10 024,00	10 293,00	
Earmarked Funding (Ring-fenced)						150 798,00	165 187,00	143 529,00	149 844,00	156 737,00	
Infringement fees	140 906,00	166 036,00	160 060,00	270 867,00	260 251,00	178 245,00	312 031,00	326 072,00	350 598,03	366 374,94	
Adjusted Budget/Relief Funding					80 021,00						
Other income	9 930,00	8 656,00	6 600,00	1 050,00	303,37	240,58					
Interest received	160 928,00	192 388,00	178 382,00	279 687,00	351 325,37	344 740,82	486 294,00	479 069,00	510 466,03	533 404,94	
<b>Total income</b>											
Employment costs	76 703,00	82 216,00	81 707,00	126 605,00	85 261,00	96 565,00	189 022,00	197 527,99	209 379,67	218 801,76	
Other operating expenses	68 271,00	140 490,00	117 453,00	142 614,00	60 551,00	140 770,00	297 272,00	281 541,01	301 086,36	314 603,19	
<b>Total spending</b>	<b>144 974,00</b>	<b>222 706,00</b>	<b>199 160,00</b>	<b>269 218,00</b>	<b>145 812,00</b>	<b>237 355,00</b>	<b>486 294,00</b>	<b>479 069,00</b>	<b>510 466,03</b>	<b>533 404,94</b>	
Operating (Deficit) / Surplus	16 105,00	- 30 800,00	- 20 404,00	10 870,00	205 513,37	107 385,82	-	-	-	-	
Capital expenditure	683,00	1 785,00	1 408,00	8 900,00	7 567,00	18 953,00	20 989,00	23 509,51	24 920,08	26 041,48	

Statement of Financial Position	Audited						Medium Term Estimates				
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Non-current Assets	6 768,00	4 834,00	3 226,00	3 659,00	8 915,00	10 386,43	3 570,00	3 731,00	3 898,00	4 073,41	
Current Assets	256 968,00	223 873,00	94 128,00	141 442,00	345 984,00	451 534,10	106 828,00	111 635,00	116 648,00	121 897,16	
<b>Total Assets</b>	<b>263 736,00</b>	<b>228 707,00</b>	<b>97 354,00</b>	<b>145 101,00</b>	<b>354 899,00</b>	<b>461 920,53</b>	<b>110 398,00</b>	<b>115 366,00</b>	<b>120 546,00</b>	<b>125 970,57</b>	
Non-Current Liabilities											
Current Liabilities	69 051,00	131 853,00	68 853,00	108 399,00	112 683,00	112 297,59	14 837,00	15 505,00	16 190,00	16 918,55	
<b>Total Liabilities</b>	<b>69 051,00</b>	<b>131 853,00</b>	<b>68 853,00</b>	<b>108 399,00</b>	<b>112 683,00</b>	<b>112 297,59</b>	<b>14 837,00</b>	<b>15 505,00</b>	<b>16 190,00</b>	<b>16 918,55</b>	
Equity	194 685,00	96 854,00	28 501,00	36 703,00	242 216,00	349 622,94	95 561,00	99 861,00	104 356,00	109 052,02	
<b>Total Net Assets and Liabilities</b>	<b>263 736,00</b>	<b>228 707,00</b>	<b>97 354,00</b>	<b>145 102,00</b>	<b>354 899,00</b>	<b>461 920,53</b>	<b>110 398,00</b>	<b>115 366,00</b>	<b>120 546,00</b>	<b>125 970,57</b>	

Table 10: Programme Resource Allocations



Programmes/Strategic Objectives R'000	2020/21	2021/22	2022/23	2023/24	2024/25	2024/26
Admin & Sustainability	109,063.00	90,428.00	127,413.00	133,147.00	141,135.82	149,603.97
AARTO Admin & Education	21,262.00	24,226.00	56,449.00	58,989.00	62,528.34	66,280.04
Adjudication & Support	123,861.00	104,581.00	139,170.00	116,324.00	123,303.44	130,701.65
Information Analytics	4,181.00	5,504.00	8,544.00	8,928.48	12,115.09	12,842.00
AARTO Rollout Programmes	23,817.00	10,496.00	154,720.00	161,682.40	171,383.34	173,977.29
<b>Total</b>	<b>282,184.00</b>	<b>235,235.00</b>	<b>486,296.00</b>	<b>479,070.88</b>	<b>510,466.03</b>	<b>533,404.94</b>

Table 11: Budget Allocation for Programmes as per ENE

## 17. Updated Key Risks and Mitigation

Outcome	Key risks	Mitigation
Cultivate good road user behaviour through educational programs	Failure to influence change in road user behavior	<ol style="list-style-type: none"> <li>1. Proactive planned communication across all mediums (Communications Plan)</li> <li>2. Collaborating with provincial partners (Stakeholder Management Framework)</li> <li>3. Media management plan</li> </ol>
	Unconducive RTIA stakeholders environment	<ol style="list-style-type: none"> <li>1. The ANSC assists in coordinating stakeholder relations of the Agency through subcommittees</li> <li>2. Stakeholder Legislative Training on AARTO</li> <li>3. Stakeholder engagements in all provinces on the AARTO National Rollout Programme and readiness assessments</li> </ol>
Efficient and fair adjudication process	No Risk Identified	No Risk identified
RTIA IT Business Enablement	Failure in implementation of ICT strategy targets	<p>Interim ICT Strategy</p> <p>Personnel appointed in the ICT unit performing different functions of the framework to ensure compliance.</p>
	Exposure to cyber attacks and data breaches	<ol style="list-style-type: none"> <li>1. Application of adequate security standards (Firewalls, anti-virus, SW updates, physical security and access control procedures)</li> <li>2. Audit trail</li> <li>3. Servers are clustered for redundancy</li> <li>4. Daily, weekly and monthly back-ups of data</li> <li>5. Offsite storage of backed-up data.</li> <li>6. Conducting vulnerability assessment and penetration tests.</li> </ol>
	Ineffective ICT enablement	Personnel appointed in the ICT unit performing different functions of the framework to ensure compliance.
Improved governance and strengthened internal control environment	Irregularities in compliance and reporting processes	<ol style="list-style-type: none"> <li>1. Approved surplus retention</li> <li>2. AMIP ring-fenced funding</li> <li>3. Debt collection policy</li> <li>4. Funding model</li> </ol>
	Failure of municipalities to handover collected AARTO fees	<ol style="list-style-type: none"> <li>1. Banks and Retailers collecting on our behalf</li> <li>2. Email letters to Collecting agents for the transfer of AARTO revenue into AARTO Bank accounts</li> <li>3. Impairment provision</li> <li>4. SLAs with some of municipalities</li> <li>5. Awareness campaigns (SMS).</li> <li>6. Availability of speed points for transacting</li> </ol>

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	<p>Inability to infuse the culture of morality and ethics (Outside tolerance) PR II</p>	<ol style="list-style-type: none"> <li>1. Ethics policy,</li> <li>2. Disciplinary code and procedure</li> <li>3. Anti-Corruption hotline number,</li> <li>4. Social and Ethics Committee</li> <li>5. Code of conduct for Rep. officers EO officers,</li> <li>6. Code of conduct for SCM personnel</li> <li>7. Recruitment policy and employment equity policy,</li> <li>8. Declaration of interest form</li> <li>9. Code of Conduct,</li> <li>10. Social, ethics and transformation strategy</li> <li>11. Monitoring implementation of ethics risk register</li> </ol>
	<p>Inability to sustain the RTIA operations (Outside tolerance) PR II</p>	<ol style="list-style-type: none"> <li>1. Approved surplus retention</li> <li>2. AMIP ring-fenced funding</li> <li>3. Debt collection policy,</li> <li>4. Funding model</li> <li>5. Scaling down on operations</li> </ol>
<p>AARTO national rollout</p>	<p>Over dependencies on external stakeholders within the AARTO value chain</p>	<ol style="list-style-type: none"> <li>1. Commence engagement with DOT on development of NRTOR.</li> <li>2. Review and management of MoU with RTMC.</li> <li>3. Development of Master service agreement between Issuing Authorities, SAPO and COGTA .</li> <li>4. Development of MOU between GPW &amp; RTIA.</li> </ol>

## 18. Technical Indicator Descriptions (TID)

### Programme 1: AARTO Administration & Education

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

#### Indicator TID-1.1: Number of AARTO education and awareness social media campaigns deployed

<b>Indicator Title 1.1</b>	<b>Number Of AARTO Education and Awareness Social Media Campaigns deployed</b>
<b>Definition</b>	600 AARTO Social Media education and awareness campaign messages posted through social media platforms (Instagram, Twitter & Facebook) to heighten AARTO awareness and encourage voluntary compliance.
<b>Source of Data</b>	Quarterly Reports & Social Media Implementation Plan
<b>Method of Calculation</b>	Quantitative :Simple Count : Number of Social Media Campaign Messages Deployed against the Planned
<b>Assumption</b>	Majority of road users have access to social media platforms. Increased uptake of social media platforms as the most preferred communication mode.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Desired Performance</b>	Increased AARTO awareness and voluntary compliance: Q1 = 100 Q2 = 100 Q3 = 200 Q4 = 200
<b>Indicator Responsibility</b>	Head: Communications

#### Indicator TID-1.2: Number of AARTO education and awareness campaign activations deployed.

<b>Indicator Title 1.2</b>	<b>Number of AARTO Education and Awareness Campaign activations Deployed</b>
<b>Definition</b>	240 AARTO education and awareness campaign activations conducted through community activations or print media platforms or radio stations to heighten AARTO awareness and encourage voluntary compliance.
<b>Source of Data</b>	Communication and Marketing Reports
<b>Method of Calculation</b>	Quantitative
<b>Assumptions</b>	
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A

**Desired Performance** Increased AARTO awareness and voluntary compliance

Q1 = 50 AARTO Campaigns  
 Q2 = 50 AARTO Campaigns  
 Q3 = 70 AARTO Campaigns  
 Q4 = 70 AARTO Campaigns

**Indicator Responsibility** Head: Communications

**Indicator TID-1.3: Number of AARTO Legislative education workshops conducted**

**Indicator Title 1.3** Number of AARTO Legislative education workshops conducted

**Definition** 04 Stakeholder groups workshopped on the AARTO legislation and how it impacts their members and their business.

**Source of Data** Attendance register of the people who attended and workshopped on AARTO legislation. There will be a report produced at the end of each round of stakeholder workshop.

**Method of Calculation** Quantitative :Simple Count

**Assumption** Majority of stakeholder groups are aware of the intention to rollout AARTO throughout the country, including the contestations on the legislation provisions, and will see it necessary to equip themselves with knowledge on how the system is designed to benefit their members.

**Disaggregation of Beneficiaries (where applicable)** N/A

**Spatial Transformation (where applicable)** N/A

**Calculation Type** Cumulative

**Reporting Cycle** Quarterly

**Desired Performance** Increased AARTO **buy-in**, awareness and voluntary compliance

Q3 = 2 Stakeholders Group workshops on AARTO Legislation  
 Q4 = 2 Stakeholders Group workshops on AARTO Legislation

**Indicator Responsibility** Executive: Legal

**18.2 Programme 2: Adjudication & AARTO Support**

**Strategic Goal 2:** Voluntary compliance with road traffic laws

**Indicator TID-2.1:** % of representations adjudicated within 21 days of date of capture

<b>Indicator Ref #</b>	TID-2.1
<b>Indicator Title</b>	% of received representations adjudicated within 21 days of date of capture
<b>Definition</b>	Indicator measures the percentage of representations adjudicated that falls within the window period from the captured date.
<b>Source of Data</b>	NCR report obtained directly from the RTMC.
<b>Method of Calculation</b>	<p>100% of captured representations between 1 April 2023 to 31 March 2024 should be finalised within 21 days from date of capture onto the NCR, despite whether representations are successful or not. 21 Days calculated per calendar days. This formula applies despite the reporting period. Monthly, quarterly and Annual reports will outline,</p> <ul style="list-style-type: none"> <li>Consider the total number of applications actually processed during the calendar month concerned (the period of consideration), irrespective of the outcome (successful, cancelled or rejected): Total applications processed (denominator). E.g. 100;</li> <li>Determine the number of applications processed within {21} days from the actual date the application was captured on the NaTIS, irrespective of the outcome (successful, cancelled or rejected): Applications processed within {21} days (numerator). E.g. 95;</li> <li>The "achievement" is then a simple calculation as follow: Applications processed within {21} days / Total applications processed = 95 / 100 = 95%.</li> </ul> <p>The Number of applications processed against the received and captured applications.</p>
<b>Means of Verification</b>	NCR report
<b>Assumption</b>	It is assumed that RTIA has capacity to adjudicate received representations within 21 days. It is assumed that a Manager will be appointed for the Unit by 31 March 2023
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative year to date
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	<p>95%+ adjudicated within 21 days from date of capture</p> <p>Q1 = 100%                      Q2 = 100%                      Q3 = 100%                      Q4 = 100%</p>

Indicator Responsibility	Deputy Registrar: TIM
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Indicator TID-2.1: % of received applications for revocation of enforcement orders adjudicated within 21 days of date of capture

Indicator Ref #	TID-2.2
Indicator Title	% of received applications for revocation of enforcement orders adjudicated within 21 days of date of <u>capture</u>
Definition	Indicator measures the percentage of applications of revocation of enforcement orders adjudicated that falls within the window period from the <u>captured</u> date.
Source of Data	NCR report obtained directly from the RTMC.
Method of Calculation	<p>95% of captured applications for revocation of enforcement orders between 1 April 2024 to 31 March 2025 should be finalised within 21 days from date of <u>capture</u> onto the NCR, despite whether applications are successful or not. 21 Days calculated per calendar days. This formula applies despite the reporting period. Monthly, quarterly and Annual reports will outline,</p> <ul style="list-style-type: none"> <li>• Consider the total number of applications actually processed during the calendar month concerned (the period of consideration), irrespective of the outcome (successful, cancelled or rejected): Total applications processed (denominator). E.g. 100;</li> <li>• Determine the number of applications processed within {21} days from the actual date the application was captured on the NaTIS, irrespective of the outcome (successful, cancelled or rejected): Applications processed within {21} days (numerator). E.g. 95;</li> <li>• The "achievement" is then a simple calculation as follow: Applications processed within {21} days / Total applications processed = 95 /100 = 95%.</li> </ul> <p>The Number of applications processed against the received and captured applications.</p>
Means of Verification	NCR report
Assumption	It is assumed that RTIA has capacity to adjudicate received applications within 21 days. It is assumed that critical staff member will be appointed for the Unit by 31 April 2024
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting Cycle	Quarterly

<b>Desired Performance</b>	95%+ adjudicated within 21 days from the date of capture  Q1 = 100% Q2 = 100% Q3 = 100% Q4 = 100%
<b>Indicator Responsibility</b>	Deputy Registrar: TIM

**18.3 Programme 3: AARTO Information & Analytics**

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

**Indicator TID-3.1: Approved ICT Strategy Implemented**

<b>Indicator Title 3.1</b>	<b>Approved Interim ICT Strategy Implemented</b>
<b>Definition</b>	ICT Strategy is a comprehensive blueprint of: a) how an enterprise ICT team supports the business objectives and operations with optimal technology solutions; and b) how IT department run its own business.
<b>Source of Data</b>	ICT Annual Implementation Plan 2023/24 FY
<b>Method of Calculation</b>	Quantitative: % of initiatives implemented against the Plan
<b>Assumptions</b>	The Board would have approved the Interim ICT Strategy in 2022/23 FY
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A.
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Implementation of 4 Interim ICT Strategy Initiatives implemented for year 1: Q 1 = Interim ICT Strategy Approved Q 2 = ICT Annual Implementation Plan Approved Q3 = Implementation of 2 Interim ICT Strategy initiatives identified for year 1 (1). Maintenance of server room equipment AND (2). Implementation of network infrastructure monitoring system) Q 4 = Implementation of 2 additional Interim ICT Strategy initiatives identified for year 1 (1. Implementation of Disaster Recovery Solution and (2. Implementation of Endpoint Security, Detection Response and Data Encryption)
<b>Indicator Responsibility</b>	Senior Manager: ICT



<b>Indicator Ref #</b>	TID-3.2
<b>Indicator Title</b>	An approved AARTO State of the Operations Report
<b>Definition</b>	The AARTO performance report that outlines and interprets statistics as per the NCR data that is flowing in the AARTO value chain for the financial year from the issuance of the infringement notice to the serving of notices.
<b>Source of Data</b>	<ul style="list-style-type: none"> <li>• An approved AARTO State of Operations report by the CEO from the previous financial year</li> <li>• NCR</li> </ul>
<b>Method of Calculation</b>	Evidence of the AARTO State of Operations report compiled and approved by the CEO
<b>Means of Verification</b>	An approved AARTO State of Operations report by the CEO
<b>Assumption</b>	<ul style="list-style-type: none"> <li>• Data will be readily available to the RTIA team from the RTMC BI unit for reporting</li> <li>• RTIA will be provided access to the NCR data for analysis</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Reporting Cycle</b>	Annually
<b>Desired Performance</b>	<p>Quarterly AARTO State of Operations Report.</p> <p>Q1: N/A</p> <p>Q2: N/A</p> <p>Q3: N/A</p> <p>Q4: State of the AARTO Operations Report</p>
<b>Indicator Responsibility</b>	Executive: PMO, IM and R&D

**18.4 Programme 4: Governance & Sustainability**

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

**Indicator TID-4.1: Percentage of the Implementation Audit Action Plan**

<b>Indicator Ref #</b>	<b>TID-4.1</b>
<b>Indicator Title</b>	Percentage of the implementation Audit Action Plan
<b>Definition</b>	The indicator measures the percentage implementation of action plans to address audit findings for the previous financial year.
<b>Source of Data</b>	Final Auditor-General Management Report
<b>Method of Calculation</b>	Number of AG recommendations implemented / Total number of AG recommendations X 100
<b>Means of verification</b>	Approved management-developed plan or dashboard
<b>Assumption</b>	Continuous implementation, monitoring, and evaluation of the implementation plans throughout the business functions. No repeat findings
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired Performance</b>	100% implementation of an audit action plan based on 2022/23 AGSA report Unqualified Audit Opinion ( Post Audit Adjustments)
<b>Indicator Responsibility</b>	Chief Financial Officer

**Indicator TID-4.2: Percentage Responses to Parliamentary questions within stipulated timelines**

<b>Indicator Ref</b>	<b>TID-4.2</b>
<b>Indicator Title</b>	% Responses to Parliamentary Questions within the Stipulated Timeframes
<b>Definition</b>	The ability of the RTIA to formally respond to official parliamentary questions within stipulated timelines from the date of receipt. Time lines are stipulated by Parliament when questions are circulated to Sector Department. Responses to Parliamentary questions might be impacted by complexity and, in certain cases, dependencies from external stakeholders. In areas where the complexities are measurable internally, the turnaround time is averaged at 7 days and/or within the requirements of the Parliamentary time lines.
<b>Source of Data</b>	Approved and DoT submitted Parliamentary question answers.
<b>Method of Calculation</b>	Qualitative
<b>Assumptions</b>	Parliament frequently asks the DoT questions on the running and compliance of the Agency to precripts. The Agency is obligated to provide responses to all questions by Parliament
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A

Desired Performance Indicator Responsibility	100% of questions asked by Parliament to be responded to within 7 days. Head: Strategy & Reporting
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**Indicator TID-4.3: Percentage Resolution of reported incidents of corruption resolved within 90 days**

<b>Indicator Title 4.3</b>	<b>% Resolution of Reported Cases of Corruption</b>
Definition	The cases of corruption differ in complexity and require different competencies, which may not always be within the Agency's reach. The Agency is required to report on a Bi-annual basis on the status of each fraud and corruption case reported in line with the RTIA Fraud prevention policy and fraud prevention plan. 95% of all incidents of fraud & corruption to be reported within 180 days.
Source of Data	Whistle-blower Report ,RTIA Fraud & Corruption Case Register
Method of Calculation	Quantitative
Assumptions	The nature of the traffic management business has historically been dominated by reports of bribery, fraud and corruption
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance Indicator Responsibility	95% Resolution(Investigation Stage) of reported incidents of Corruption within 90 days Executive Legal & Compliance

**Indicator TID-4.4: Number of Initiatives of the SET Strategy Implemented**

<b>Indicator Title 4.4</b>	<b>Social &amp; Ethics Committees Established and Operationalised</b>
Definition	The RTIA to establish and operationalise internal Committees that focus on social and ethics matters. All resolutions by committees to be implemented during the 5 year cycle.
Source of Data	Social & Ethics Committee Appointment Letters, Committee Reports and Committee minutes.
Method of Calculation	Qualitative
Assumptions	The RTIA and its oversight committees have skilled human resources that can establish and maintain ethics committees.
Disaggregation of Beneficiaries (where applicable)	N/A

Spatial Transformation (where applicable)	N/A
Desired Performance Indicator Responsibility	Functional and Effective Social & Ethics committees Executive Legal & Compliance

**Indicator TID-4.5: Reduction of Wasteful and Fruitless Expenditure**

Indicator Ref #	TID-4.5
Indicator Title Definition	Percentage reduction of cases of wasteful and fruitless expenditure The indicator measures the percentage reduction of cases of wasteful and fruitless expenditure incurred.
Source of Data	Quarterly Financial Report Fruitless and wasteful expenditure register
Method of Calculation	Quantitative – Simple count $\text{Number of cases of wasteful and fruitless expenditure incurred} / \text{Total number of cases of fruitless and wasteful expenditure reported in previous year} \times 100$
Means of verification	Quarterly Financial Statements Annual Financial Statements
Assumptions	Financial reports are reliable and accurate Opening balance is subject to condonement.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative year to date
Reporting cycle	Bi-annually
Desired Performance	0% maintenance of wasteful and fruitless expenditure which will lead to a strengthened control environment.
Indicator Responsibility	Chief Financial Officer

**Indicator TID-4.6: Reduction of Irregular Expenditure**

Indicator Ref #	TID-4.6
Indicator Title Definition	Percentage reduction of cases of irregular expenditure The indicator measures the percentage reduction of cases of irregular expenditure incurred.
Source of Data	Quarterly Financial Report Irregular expenditure register

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<b>Method of Calculation</b>	Quantitative – Simple count Number of cases of irregular expenditure incurred / Total number of cases of irregular expenditure reported in the previous year X 100
<b>Means of verification</b>	Quarterly Financial Statements Annual Financial Statements
<b>Assumptions</b>	Financial reports are reliable and accurate Opening balance is subject to condonement.
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Cumulative year to date
<b>Reporting cycle</b>	Bi-annually
<b>Desired Performance</b>	100% reduction of irregular expenditure which will lead to a strengthened control environment.
<b>Indicator Responsibility</b>	Chief Financial Officer

**Indicator TID-4.7: 100% valid Supplier Invoices Paid within 30 days**

<b>Indicator Ref #</b>	<b>TID-4.7</b>
<b>Indicator Title</b>	Payment of supplier turnaround time
<b>Definition</b>	The indicator measures the efficiency of payment turnaround of valid supplier invoices that are paid within 30 days from the date of receipt of a valid invoice and indicates the average speed at which the payments are made. A valid invoice is received when it is received by Finance and it is signed by the user/ it is accompanied by the signed delivery note/service card. 30 days is applicable from the day that the invoice is declared valid by the RTIA Finance Unit standards.
<b>Source of Data</b>	Primary data/information
<b>Method of Calculation</b>	Quantitative - ratio Trade Payables / Total expenses*Total number of days in a quarter
<b>Means of verification</b>	Quarterly Financial Statements Annual Financial Statements
<b>Assumptions</b>	Financial reports are reliable and accurate
<b>Disaggregation of Beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation (where applicable)</b>	N/A
<b>Calculation Type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired Performance</b>	100% of valid invoices are paid within 30 days.

Indicator Chief Financial Officer  
 Responsibility

**18.5 Programme 5: AARTO Rollout Programme**

**Strategic Goal 5:** Ensuring seamless and streamlined roll-out & management of AARTO capabilities countrywide by all stakeholders for the consistent application of the AARTO Act

Indicator TID-5.1: Approved AARTO Readiness Assessment Gap Analysis and Action Plan Report

Indicator Title 5.1	Number of AARTO Readiness Assessment Report Developed Approved AARTO Readiness Assessment Gap Analysis and Action Plan Report
Definition	AARTO Readiness Assessments Reports Developed
Source of Data	Readiness Assessment Verification forms
Method of Calculation or Assessment	Qualitative Approved Readiness Assessment report against the plan
Assumptions	AARTO Amendment to be proclaimed into law and project funded according to the projected ENE budget.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Type	Quarterly
Desired Performance	<b>Approved AARTO Readiness Assessment Gap Analysis and Action Plan Report</b> Q1 = AARTO Readiness Assessment Progress Report produced Q2 = AARTO Readiness Assessment Progress Report produced Q3 = AARTO Readiness Assessment Progress Report produced Q4 = EXCO Approved Assessment Report
Indicator Responsibility	DR: TIM