

SANRAL
SOUTH AFRICAN NATIONAL ROADS AGENCY SOC LTD



Reg.No.1998/009584/30

**BUILDING SOUTH AFRICA
THROUGH BETTER ROADS**

**The South African National Roads Agency
SOC Limited**

**ANNUAL PERFORMANCE PLAN
2018/2019 – 2020/2021**

SOUTH AFRICAN NATIONAL ROADS AGENCY SOC LIMITED (SANRAL)
FOREWORD BY THE MINISTER

ANNUAL PERFORMANCE PLAN: 2018/19 – 2020/21



The South African National Roads Agency SOC Limited (SANRAL) has a mandate to manage the national road network, flowing from legislative and other policy instruments. These are underpinned by the vision of the National Development Plan, which is to alleviate poverty and reduce inequality, by 2030. Moreover, SANRAL's projects contribute to the achievement of various goals embodied in the Nine-Point Plan. The provision of road infrastructure continues to boost economic growth and create jobs. In carrying out this mandate, care is taken to

adhere to the Medium Term Strategic Framework, as this provides an important planning guide and delivery trajectory.

One of the essential requirements to drive the said NDP vision is the development of a strong network of economic infrastructure, of which transport infrastructure is among the most crucial. Infrastructure for the transportation of people and goods is essential for generating economic growth and promoting social cohesion. SANRAL has developed its long term strategy also known as Horizon 2030 which outlines its long term vision and perspective; acknowledges the major success areas of the past 19 years and seeks to build on them. Horizon 2030 contains a Transformation Framework which calls for the development of a Transformation Policy. I am pleased to report that both the Horizon 2030 and the draft Transformation Policy were launched on the 29th September 2017. This marked the commencement of a robust stakeholder engagement process that would include round table sessions throughout the country. I will be tabling these important documents in Cabinet during the course of this year.

The South African economy is experiencing its fair share of headwinds in the form of depressed economic activity, challenges with regards to unemployment, poverty and inequality which have been exacerbated by a slew of downgrades by the rating agencies. The economic outlook is not positive and this has necessitated budget cuts across various sectors extending to SANRAL. Therefore performance targets have had to be re-evaluated, however it is now more critical that scarce funds are invested wisely to support infrastructure maintenance and the sharing of access to economic opportunities as widely and sustainably as possible.

Commendable progress has been made in transforming the national road infrastructure in the country, since 1998 when SANRAL commenced with only 7 200 km of road network, to the current 22 213 km that it is under its jurisdiction. It must be noted that more than 86% of the national road network managed by SANRAL is not tolled and the country has the benefit of world class highway infrastructure. Recognising the critical role of roads and specifically the national road network which carries more than 75% of the long distance road freight, we have the responsibility to ensure effective maintenance and provision of roads.

The need to build new roads, upgrade some and maintain existing ones is at the core of SANRAL's mandate. While this is an overwhelming task it must be balanced against prudent utilisation of scarce resources, hence the alignment of its strategic objectives to the National Treasury's Framework for Strategic Plans and Annual Performance Plans.

A comprehensive assessment of SANRAL's performance clearly points to its compliance with Broad-Based Black Economic Empowerment imperatives in relation to commitment to improving opportunities for women and youth and for community development projects. Jobs created and skills imparted in the course of project construction have seen the upliftment of communities and the creation of a better life for all.

Financial sustainability is critical for SANRAL in order to ensure that it continues to play the important role of the provision and upkeep of the strategic primary road network of South Africa to ensure mobility and support economic development.

In this regard and in line with Horizon 2030 SANRAL will pursue an integrated funding strategy that includes fiscal allocations from National Treasury, own revenue generation and capital raised from domestic and international bond markets namely private finance. Further, development of quality roads yield benefits such as easier flow of traffic and reduction of congestion and road crash incidents. We will embark on a strong communication outreach to ensure that the value of private finance is understood and embraced by our road users across the board. The Department of Transport has undertook to develop a fresh Toll Roads Policy as a supplement to the Road Infrastructure Policy in order to allow South Africans an opportunity to add their voices to the debate with regards to solving the challenge of funding road infrastructure. It is imperative that there be consensus on such crucial issues as this will also guide SANRAL with regards to the implementation of the 2030 Roads Plan that is currently under development.

Through Horizon 2030 SANRAL has had to acknowledge the realities with regards to road infrastructure funding which include resistance to private finance and an economy under severe pressure. As such many critical flagship projects that would have been candidates for private finance can no longer be implemented. Without the use of private finance it implies that SANRAL will move much slower with regards to the implementation of projects using allocated public funds.

As Executive Authority, I the Minister of Transport endorse this Annual Performance Plan and commit to monitoring the implementation of the Plan and to evaluate performance on an on-going basis, to ensure effective service delivery.



Dr B E Nzimande, MP
Minister of Transport
Executive Authority, SANRAL

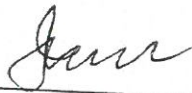
ANNUAL PERFORMANCE PLAN: 2018/19 – 2020/21

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by SANRAL's Management under the direction of its Board and the guidance of the Minister of Transport
- Was prepared in line with the current Strategic Plan of SANRAL.
- Accurately reflects the performance targets which SANRAL will endeavour to achieve given the resources made available in the budget for the period 2018/19 to 2020/21

Ms Inge Mulder
Chief Financial Officer

Signature  _____

Mr Thabiso Malahleha
Head of Strategy

Signature  _____

Mr Skhumbuzo Macozoma
CEO

Signature  _____

Mr Roshan Morar
Chairperson, Board

Signature  _____

Dr B E Nzimande, MP
Minister of Transport
Executive Authority

Signature  _____

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1 UPDATED SITUATIONAL ANALYSIS

SANRAL's mandate is the management, control, planning, development, funding, maintenance and rehabilitation of the proclaimed South African national road network, as determined by the SANRAL Act, No. 7 of 1998.

Transport is an essential part of daily life and is key to sustainable development. It enables access and mobility for employment, business, health services and social interaction. The prosperity of the country is inextricably linked to the quality and extent of its road infrastructure. Road infrastructure is the backbone of any transport system, especially in an emerging economy like South Africa.

The South African economy finds itself under severe pressure as it tests the limits of a recession with consumers under strain. The ratings agencies have issued a series of downgrades thereby placing South Africa in junk status. This has led to amongst others increased costs of capital in terms of SANRAL's ability to tap the bond market, higher costs of capital, declining levels of business and investor confidence levels, acute negative impacts on the vulnerable poor, weakening of the currency which will lead to higher inflation, decline in economic activity and a stagnant economy. SANRAL has seen a downgrade of its global rating, has been unable to raise capital from the bond markets and there is no appetite for SOE bonds, is affected by perceived policy uncertainty and sovereign downgrades, will need to adapt to a foreseeable period of low economic growth which will most likely result in budget cuts.

SANRAL is affected by the unemployment crisis, given the somewhat unrealistic expectations for employment in many of its projects with local communities stopping projects across the country. The phenomenon of project disruptions is expected to increase over the medium term. SANRAL has recognised this risk and has initiated a number of interventions in attempting to manage the impact.

SANRAL will also continue to apply sound asset management principles underpinned by an emphasis on innovative engineering and economic fundamentals in the implementation of projects.

SANRAL is committed to the principles outlined in RISFSA (Road Infrastructure Strategic Framework of South Africa, October 2006), which is intended to be an embodiment of road policy in South Africa and a blueprint for roads development planning and provision by all road authorities. The Department of Transport is in the process of finalising the Road Infrastructure Policy which seeks to advance RISFSA.

The National Development Plan (NDP) 2030 aims to eliminate poverty and reduce inequality by 2030. The urgent need for infrastructure investment by the private sector has been well documented and espoused in the NDP 2030. Though many advances have been made during the past 20 years, there is a lot more to be done to build a prosperous, non-racial democracy, and the Medium Term Strategic

Framework (MTSF) 2014 – 2019 is a building block towards achieving the targets set by the NDP.

SANRAL believes that the national road network is responsive to the needs of the nation and its people and will remain sustainable with the use of a mixture of financing instruments – private sector funding (application of the ‘user-pay’ principle) for toll roads and public sector funding (government grants) for non-toll roads. The national road network makes an optimum contribution to successful development, while protecting the social and environmental aspects. These aspects include:

- Facilitating socio-economic development
- Enabling enhanced quality of life
- Reduction of harmful emissions
- Improving planning and delivery of newly improved roads
- Delivering a safely engineered road network

SANRAL’s activities are guided by Cabinet’s 14 outcomes. The MTSF guides the medium term plans towards achieving the priorities of the NDP. The Annual Performance Plan has taken into account the MTSF targets as applicable to SANRAL, particularly as spelt out in Outcome 6: **An efficient, competitive and responsive economic infrastructure network**. SANRAL’s primary contribution is in the area of improving and preserving the national road infrastructure - through the key performance areas included within SANRAL’s strategic objective of ‘Manage the national road network effectively’.

SANRAL is also closely involved in the Strategic Integrated Projects (SIP). This includes

- the development of SIP-1 projects (unlocking the Northern Mineral Belt with Waterberg as the catalyst), the implementation of which has been delayed by regulatory approvals;
- SIP-2 projects (Durban-Free State-Gauteng Logistics and Industrial Corridor) - ongoing stakeholder discussions relating to the tolling aspects;
- SIP-3 projects (South Eastern node and corridor development) – ongoing stakeholder discussions towards the implementation of the N3 Wild coast; and
- the co-ordination of the SIP-4 set of projects (unlocking the economic opportunities in North-West Province), where there are implementation delays due to capacity and skills challenges and funding issues.

The timely and successful completion of the above projects is dependent on other parties over whom SANRAL has no control. In addition there are various binding factors, inter alia, the delays in approvals and legal action against the projects.

Amongst the challenges faced by SANRAL are the funding constraints under which SANRAL has to deliver on its mandate. An important one is that government allocations for road infrastructure are not commensurate with the optimum amounts needed for road infrastructure investment to maintain and expand the network as required. Demand for expansion of the current highway systems, to relieve congestion in densely populated areas and to meet transportation demands in urban and rural areas, continue to increase. Given the situation of limited funds from

the fiscus and a growing infrastructure backlog, a more prudent approach with regards to funding is required.

SANRAL has and will continue to regard the user as a key stakeholder and the affordability criterion is of paramount importance. Unaffordable transport can constrain people's access to services and opportunities, and impose financial burdens on household budgets. SANRAL's policy in dealing with the affordability challenge is to apply a tariff discount regime for the regular or local user and the applicable tariff must always be less than the sum of the benefits to the user.

The GFIP continues to negatively impact on SANRAL's performance and this is raised annually in the Audit Report by the Auditor General. The anti-toll sentiment and e-toll challenges are more pronounced on this project. A number of scenarios have been developed and tabled to the Minister of Transport. The GFIP impasse has placed severe pressure on the toll portfolio and has led to a liquidity crunch.

Finally, SANRAL is committed to supporting the Minister to achieve the outcomes detailed in his Performance Agreement with the President, insofar as those key performance areas fall within SANRAL's mandate.

1.1 PERFORMANCE DELIVERY ENVIRONMENT

SANRAL has been established to plan, develop, finance, manage and maintain the proclaimed national roads of South Africa. SANRAL's deliverables are guided by Government's outcomes – both those listed by Cabinet and by the DoT in the area of road infrastructure. In addition, SANRAL will contribute towards achieving the priorities of the National Development Plan, by investing in critical national road infrastructure. SANRAL's outcomes oriented strategic goals, which reflect many of Cabinet's outcomes, aim to provide a safely engineered and effective national road network, built and maintained in an environmentally responsible and sustainable manner, which allows efficient access along the network even in rural areas. SANRAL also aspires to be an efficient organisation with empowerment goals including decent employment, skills and enterprise development opportunities both internally and in the construction industry, as applicable, and as driven by the Cabinet outcomes. These goals are supported by SANRAL's nine strategic objectives which are:

1. Manage the national road network effectively and efficiently
2. Provide safe roads
3. Carry out Government's targeted programmes
4. Co-operative working relationships with all spheres of Government and the SADC member countries
5. Maintain good governance practice
6. Maintain financial sustainability
7. Pursue research, innovation and best practice
8. Safeguard SANRAL's reputation
9. Pursue and maintain environmental sustainability and best practice

Strategic Objective 9 was previously included within Strategic Objective 1 (in the Strategic Plan 2015/16 – 2019/20) but given the importance of responsible treatment of the environment and natural resources, it has been now been listed as a separate strategic objective. The Annual Performance Plan has identified the performance indicators which are used to measure performance against these strategic objectives. The goals, objectives, performance areas and targets were reconfirmed by the Board during 2017/18 for 2018/19, but continue to be discussed for relevance and importance.

SANRAL has developed a new long term strategy referred to as Horizon 2030 which presents a refined mission, vision and path that will guide the organisation over the next stage in its growth to plan, develop and manage the national road network. Contained in Horizon 2030 is a transformation framework that call for the development of a Transformation Policy. Both the Horizon 2030 and the Transformation Policy were launched by the Minister of Transport on the 29 September 2017 for public consultation.

The transformation of the construction and associated industries has been clearly articulated in the draft Transformation Policy. SANRAL strives to provide opportunities for small and emerging contractors, consultants, suppliers and encourages its service providers to ensure the empowerment of women and youth, as entrepreneurs and through providing job opportunities.

SANRAL's policy will continue to be the investment of scarce public funds appropriately where the funds will yield value for money, development and maximise returns to the user and broader society. Transport pricing must provide a value proposition to the user and broader society as a first step in building credibility and trust. SANRAL will support research to explore and seek technological advances and innovations that form the basis for providing a safely engineered road for the user, at less cost to the nation and thereby strengthening the value proposition for society when it comes to road pricing. In today's digital world, communication between the road and the vehicle, such as the provision of real-time information relating to traffic volumes, travel time etc. are almost routine perks on SANRAL's major roads. In delivering better roads faster, cheaper, safer, environmentally sustainably and with intelligent features, there is benefit to the user and the convergence between technology and transport pricing becomes clearer.

SANRAL, as per legislation, can only spend its Parliamentary allocations on the declared non-toll national road network. But, SANRAL recognises its responsibility within the broader road network system which faces challenges which include insufficient funding, escalating costs, low levels of capacity, weak or absent mechanisms to enable the transport system to anticipate changes in demand or to respond to changes in national goals and user requirements, ageing assets and an uncertain global economic climate.

SANRAL has been tasked by the PICC to be the co-ordinator for SIP-4 (Strategic Integrated Projects) which entails unlocking the economic development in the North West Province. SIP-4 projects aim to accelerate the roll-out of the following infrastructure in the Province:

- Health

- Water
- Education
- Road
- Rail
- Electricity
- Communication
- Sanitation

SANRAL has no authority for the implementation and therefore, cannot control the outcome of the SIP-4 projects, with the exception of SANRAL's projects. SANRAL's role is to co-ordinate project oversight in the following areas:

- Project prioritisation in conjunction with the authority concerned
- Knowledge/skills transfer
- Mentorship
- Assist in motivating for funding
- Monitoring and evaluation
- Promoting good governance

SANRAL has projects in the active SIPs, namely, SIP-1, SIP-2, SIP-3 and SIP-4. Implementation has been delayed for certain projects due to a number of challenges which include regulatory approvals and funding constraints.

1.2 ORGANISATIONAL ENVIRONMENT

The Minister of Transport has appointed a Board of eight directors to guide and monitor the implementation of mandate by SANRAL. The Board includes a member representing National Treasury, appointed by the Minister of Finance and a member representing the Department of Transport. The CEO is a member by virtue of office and is the only executive member. The Board has appointed four sub-committees to assist it to provide adequate and proper oversight.

SANRAL has a Corporate Office based in Val de Grace, Pretoria. There are four regional offices based at Bellville within the metropolitan area of Cape Town, Port Elizabeth, Pietermaritzburg and Menlyn, Pretoria, each led by a Regional Manager.

The executive team, comprising of the CEO, Engineering Executive, the Corporate Services Executive and the Chief Financial Officer is responsible for the implementation of the various programmes to achieve the strategic objectives and outcomes.

There are various operational and strategic clusters or teams to ensure efficient operations and knowledge sharing.

2 REVISIONS TO LEGISLATIVE AND OTHER MANDATES

SANRAL was established as an independent, statutory company in terms of the South African National Roads Agency Limited and National Roads Act, No 7 of 1998, as amended, (SANRAL Act) to manage, improve, maintain and finance the

national road network – both toll and non-toll roads. During 2017/18, the network under SANRAL's jurisdiction is 22 213 km of roads throughout South Africa.

In terms of the SANRAL Act, SANRAL needs to produce a Strategic Plan for five years (Section 35). SANRAL is a Schedule 3A public entity in terms of the Public Finance Management Act, No 1 of 1999 (PFMA). Treasury Regulation 30 requires SANRAL to produce a Strategic Plan with key performance areas with a three year view. SANRAL has drawn up its Strategic Plan and this Annual Performance Plan in terms of Treasury Regulation 30.1 of the PFMA and the Framework for Strategic Plans and Annual Performance Plans as released by National Treasury in August 2010.

SANRAL's current Strategic Plan was drawn up for 2015/16 – 2019/20 during 2014/15 and is expected to be a static document for the five years, aligning with the election term reasonably. Any changes should be limited to revisions related to significant policy shifts or changes in the service-delivery environment (mandate). The NDP and the MTSF have been the guiding documents for the Strategic Plan and the Annual Performance Plan.

SANRAL is registered in terms of the Companies Act, No 71 of 2008, as amended.

Gazette notices were published during 2016/17 which enabled SANRAL to continue implementation of the new tariff dispensation and the 60% discount for violations with regard to the GFIP e-tolls.

Amendments to legislation affecting SANRAL's business, including the modernization of legislation to streamline the collection of tolls seamlessly without the user stopping, and thereby creating a more efficient, electronic toll collection system were promulgated in 2013.

This document must be read in conjunction with SANRAL's approved budget for 2018/19, the Shareholder Compact with the Executive Authority and the Strategic Plan for 2015/16 – 2019/20.

3 OVERVIEW OF 2018/19 BUDGET AND MTEF ESTIMATES

3.1 EXPENDITURE ESTIMATES (R '000)

A. EXPENDITURE ESTIMATES: NON-TOLL AND TOLL (R'000)

	2014/15	2015/16	2016/17	2017/18		2018/19			2019/20		2020/21		
	Audited Outcome	Audited Outcome	Audited outcome	Budget estimate	Approved budget	Changes from approved budget	Budget estimate	Revised budget estimate	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Planning Budget Estimate
Rand thousand													
Objective/Activity													
Administration	8 527 314	8 253 696	13 410 043	7 316 173	13 989 113	6 672 940	7 459 336	15 082 845	7 623 509	8 191 314	16 265 295	8 073 981	17 549 695
Current payments	8 527 314	8 253 696	13 418 843	7 316 173	13 989 113	6 672 940	7 459 336	15 082 845	7 623 509	8 191 314	16 265 295	8 073 981	17 549 695
Compensation of employees	223 206	256 595	295 952	312 038	312 038	-	368 239	348 383	(19 856)	363 917	363 222	(10 695)	421 544
Salaries and wages	223 206	256 595	295 952	312 038	312 038	-	331 415	317 585	(13 850)	354 525	350 040	(3 685)	388 589
Social contributions	-	-	-	31 204	31 204	-	38 824	30 818	(8 006)	39 392	32 382	(7 010)	32 955
Goods and services	1 419 974	1 272 555	1 342 278	580 954	1 409 362	828 438	668 097	1 479 861	811 764	1 014 709	1 553 855	538 146	1 631 547
Of which													
Agency and support/outsource service	673 845	748 089	733 675	-	770 359	770 359	-	803 041	803 041	-	846 293	846 293	891 787
Communication	161 288	173 847	160 291	8 567	8 567	-	8 987	9 138	139	9 439	9 324	(115)	9 702
Computer services	538 181	303 310	395 244	79 784	415 018	335 234	71 170	435 798	364 588	90 621	457 557	366 936	480 435
Consultants	37 750	39 067	38 684	21 304	39 500	18 196	22 116	40 500	18 384	23 777	41 500	17 723	42 500
Contractors	-	-	-	-	-	-	-	-	-	-	-	-	-
Inventory	-	-	-	-	-	-	-	-	-	-	-	-	-
Lease payments	8 909	8 232	14 384	1 200	1 200	-	-	-	-	-	-	-	-
Repairs and maintenance	-	-	-	10 522	-	(10 522)	9 166	-	(9 166)	9 879	-	(9 879)	-
Research and development	-	-	-	93 455	93 455	-	103 561	120 650	17 089	108 585	126 700	18 105	127 753
Training and staff development	-	-	-	35 582	35 582	-	35 878	48 674	12 796	36 172	50 959	14 787	54 031
Travel and subsistence	-	-	-	22 748	22 748	-	24 363	22 102	(2 261)	25 727	21 922	(4 205)	23 509
Other	-	-	-	307 792	22 963	(284 829)	382 856	-	(382 856)	710 499	-	(710 499)	5 830
Depreciation	2 538 301	2 902 928	3 133 294	3 296 181	3 296 181	-	3 296 000	3 625 795	329 795	3 480 576	3 988 379	507 803	4 387 217
Losses from	823 143	176 398	4 069 936	-	4 174 480	4 174 480	-	4 591 939	4 591 939	-	5 051 133	5 051 133	5 556 246
Sale of fixed assets	-	44 671	108 522	-	-	-	-	-	-	-	-	-	-
Impairments and Adjustments to Fair Value	189 320	90 211	3 794 591	-	4 174 480	4 174 480	-	4 591 939	4 591 939	-	5 051 133	5 051 133	5 556 246
Adjustments to Fair value of financial	-	-	-	-	-	-	-	-	-	-	-	-	-
Impairments to non-financial assets	189 320	90 211	3 794 591	-	4 174 480	4 174 480	-	4 591 939	4 591 939	-	5 051 133	5 051 133	5 556 246
Other	433 823	41 518	198 423	-	-	-	-	-	-	-	-	-	-
Interest, dividends and rent on land	3 724 680	3 845 220	4 568 583	3 127 000	4 787 012	1 670 012	3 127 000	5 036 863	1 909 863	3 302 112	5 288 706	1 986 594	5 553 141
Interest	3 724 680	3 845 220	4 568 583	3 127 000	4 787 012	1 670 012	3 127 000	5 036 863	1 909 863	3 302 112	5 288 706	1 986 594	5 553 141
Total Expenditure	8 527 314	8 253 696	13 418 843	7 316 173	13 989 113	6 672 940	7 459 336	15 082 845	7 623 509	8 191 314	16 265 295	8 073 981	17 549 695

THE SOUTH AFRICAN NATIONAL ROADS AGENCY LTD

OPERATING SUMMARY (NON TOLL)

BUDGET (R'000)

DESCRIPTION	2017/2018				2018/2019	2019/2020	2020/2021
	Budget	Forecast	Actual 5 Mar 2018	Forecast vs Actual	Budget	Budget	Budget
TREASURY ALLOCATION	15 944 823	15 944 823	12 943 979	3 000 844	15 624 158	19 305 506	20 386 076
OTHER INCOME	353 076	236 422	245 982	(9 560)	98 389	301 447	86 447
Sundry Income	947	69 282	69 282	-	947	947	947
Landsales and Rental Income	74 273	77 856	77 856	-	15 000	15 000	15 000
Interest Received - Net	8 403	16 449	9	16 440	5 000	5 000	5 000
Joint Venture Contributions	269 453	72 835	98 835	(26 000)	77 442	280 500	65 500
TOTAL INCOME (A)	16 297 899	16 181 245	13 189 961	2 991 284	15 722 547	19 606 953	20 472 523
GFP NEW DISPENSATION ALLOCATION (B)	463 359	2 363 359	2 363 359	-	505 061	550 516	600 036
OPERATING EXPENDITURE (C)	7 591 319	6 852 683	6 047 199	805 484	7 362 449	6 701 182	5 361 524
Salaries	336 145	336 145	305 676	30 469	403 374	443 711	488 083
Administrative Support	292 745	477 128	370 238	106 890	484 244	570 013	593 262
Technical Support	413 031	236 125	214 555	21 470	270 975	367 102	368 785
Property Management	344 000	390 179	326 015	64 164	352 600	352 600	352 600
Ad Hoc Maintenance	353 992	157 135	135 159	21 977	312 930	446 228	280 575
MR Routine Operations	1 269 641	1 755 376	1 566 563	188 813	1 998 368	1 282 144	1 164 970
MP Periodic Maintenance	2 598 421	2 181 023	2 026 775	154 244	1 299 890	1 571 125	869 621
MS Special Maintenance	1 983 344	1 319 572	1 102 115	217 458	2 240 068	1 668 259	1 223 628
CAPITAL EXPENDITURE (D)	10 151 622	6 055 841	5 254 675	801 166	9 469 172	14 572 818	14 510 932
Sundry Capital Expenditure	152 533	133 457	39 090	94 367	267 331	121 303	35 690
CD Community Development	461 027	340 426	284 707	55 719	663 291	838 345	232 476
DS Strengthening	2 184 138	1 616 697	1 498 807	117 889	1 415 558	932 603	1 394 348
DI Improvements	3 294 573	1 930 219	1 609 903	320 315	3 391 665	6 921 783	7 927 875
DN New Facilities	4 029 351	1 981 338	1 768 463	212 875	3 701 328	5 728 784	4 890 544
Land Acquisition	30 000	53 704	53 704	-	30 000	30 000	30 000
TOTAL EXPENDITURE [C+D]	17 742 941	12 908 524	11 301 874	1 606 650	16 831 621	21 274 000	19 872 456
SURPLUS / (DEFICIT) [A - B - C - D]	(1 908 401)	909 362	(476 272)	1 384 634	(1 614 136)	(2 217 663)	31
Balance Brought Forward	2 928 555	2 928 555	2 928 555		3 837 917	2 223 781	6 218
Balance Carried Forward	1 020 154	3 837 917	2 453 283		2 223 781	6 218	6 249
Comitted Funds	13 137 911	11 979 012			10 100 818	6 138 578	4 813 666

THE SOUTH AFRICAN NATIONAL ROADS AGENCY SOC LTD

**OPERATING SUMMARY (TOLL)
BUDGET (R'000)**

DESCRIPTION	2017/2018				2018/2019	2019/2020	2020/2021	2021/2022	2022/Forward
	Budget	Forecast	Actual as 6 Mar 2018	Forecast vs Actual	Budget	Budget	Budget	Budget	Budget
TOLL INCOME	5 403 193	4 010 854	3 467 432	543 422	4 320 208	4 644 125	5 057 952	5 566 768	6 148 989
OTHER INCOME	483 359	2 498 674	2 497 662	1 012	505 061	550 516	600 063	654 069	712 935
GPIP New Dispensation Allocation	483 359	2 363 353	2 363 353	-	505 061	550 516	600 063	654 069	712 935
Sundry Income	-	131 759	131 759	-	-	-	-	-	-
Landsales and Rental Income	-	-	-	-	-	-	-	-	-
Interest Received - Net	-	3 556	2 544	1 012	-	-	-	-	-
TOTAL INCOME (A)	5 886 552	6 509 528	5 965 094	544 434	4 825 269	5 194 641	5 658 015	6 220 836	6 861 924
OPERATING EXPENDITURE (B)	3 252 687	2 317 208	2 030 620	286 580	3 708 188	2 925 430	2 800 361	2 776 835	3 689 894
Salaries	-	-	-	-	-	-	-	-	-
Administrative Support	32 890	158 876	143 536	13 280	57 686	62 395	63 711	65 725	67 274
Technical Support	71 000	102 463	94 476	7 988	105 012	107 553	110 220	113 021	115 962
Property Management	57 400	55 300	40 160	15 140	57 400	58 800	60 200	60 200	60 200
Ad Hoc Maintenance	97 243	62 930	56 326	6 605	100 925	111 798	106 914	49 200	44 124
Routine Operations	2 361 958	1 705 025	1 471 426	233 600	2 631 888	2 030 364	2 042 531	1 956 990	2 825 044
Periodic Maintenance	480 332	204 828	197 542	7 286	559 031	476 383	410 784	531 799	587 290
Special Maintenance	151 864	29 785	27 102	2 683	196 248	78 137	5 900	-	-
CAPITAL EXPENDITURE (C)	1 951 425	1 744 612	1 571 856	172 756	1 522 731	601 897	1 318 195	1 917 560	2 092 785
Sundry Capital Expenditure	4 000	39 129	39 129	-	-	-	-	-	-
Community Development	45 207	25 200	24 560	640	50 880	73 192	24 738	11 440	-
Strengthening	63 991	71 273	70 040	1 233	85 063	715 18	50 000	200 000	300 000
Improvements	358 347	249 200	216 055	33 145	254 507	119 733	872 367	1 181 120	1 017 785
New Facilities	1 469 880	1 340 647	1 202 910	137 737	1 117 281	322 554	306 000	500 000	750 000
Land Acquisition	10 000	19 162	19 162	-	15 000	15 000	25 000	25 000	25 000
FINANCE CHARGES (D)	3 672 827	2 880 941	2 570 748	310 193	3 710 426	3 738 267	3 732 870	3 888 199	3 889 765
TOTAL EXPENDITURE (B+C+D)	8 876 939	6 942 761	6 173 232	768 529	8 941 345	7 266 714	7 851 336	8 582 694	9 682 445
SURPLUS / (DEFICIT) [A - B - C - D]	(3 010 387)	(433 233)	(208 138)	(225 095)	(4 549 309)	(2 071 073)	(2 193 321)	(2 361 858)	(2 830 521)
BORROWING REQUIREMENT	3 010 387	433 233	208 138		4 549 309	2 071 073	2 193 321	2 361 858	2 830 521
Balance Carried Forward	-	-	-		-	-	-	-	-
Committed Funds	4 530 853	3 786 806			4 253 109	2 335 297	2 244 619	2 095 442	324 305

3.2 RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOME ORIENTED GOALS

Listed below are just some of the expenditure items as outlined in the budget which seek to realise the goals and objectives as stated in the Strategic Plan and in Annexure D of this document:

- Road maintenance and capital expenditure projects – Provide effective strategic road infrastructure to facilitate commerce, mobility and access; manage the national road network effectively and provide safely engineered roads; and carry out government's targeted programmes which includes BBEE. This maximises job creation through the implementation of projects. The above is done in an environmentally responsible manner with sustainability as a key component. Research and the pursuit of good practice in all elements of road construction are critical pursuits.
- Community Development Projects – Job creation through the implementation of projects and targets disadvantaged communities. It also aims to provide access to the national road network in rural areas. Horizon 2030 continues to affirm the value of the Community Development Projects and calls for an enhanced programme approach.
- Governance: To ensure that SANRAL adheres to good governance practice, the Board functions accountably and SANRAL's risks are managed adequately, to enable that SANRAL remains an efficient, effective and development oriented national roads agency. To build and maintain good working relationships with Government departments, provinces and municipalities.
- Financial Sustainability: To ensure that SANRAL's projects and other programmes are supported by sufficient and sustained funding, to enable a 'going concern'.
- Bursaries, scholarships, internships, training and staff development – Ensure transformation and empowerment through BBEE, community development, skills development and support for tertiary educational institutions.
- Stakeholder Communication: Ongoing stakeholder relationship management initiatives, generally on a project by project basis – these aim to safeguard SANRAL's reputation and support stakeholder relations. Horizon 2030 has elevated this to a pillar thereby recognising the value of effective stakeholder engagement.

PART B: PROGRAMME AND SUBPROGRAMME PLANS

4 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS

SANRAL is responsible for the provision of a national road network which is supportive of economic growth and social development. All its activities are geared towards the maintenance and upgrade of this strategic infrastructure – both toll and non-toll roads. Job creation and transformation are prioritised outcomes resulting from carrying out this essential responsibility.

4.1 STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2018/19

As determined by the performance indicators detailed below.

4.2 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS: FOR 2018/19

Note: 2017/18 Estimated Performance will be reflected as the confirmed target in the 2017/18 APP unless indicated otherwise. This is the case for KPI 1.5; 1.6; 1.7; 3.1; 3.2 ; 3.3; 3.4; 6.1; 7.1 and 7.2 given the available technical information.

Material Adverse Revision of Targets from 2017/18 APP for noting:

Due to a number of headwinds and circumstances beyond SANRAL's control which include financial constraints in the form of budget cuts SANRAL has had to prudently rationalise its medium term targets. Additional factors that have forced a revision of targets would include delays in awarding of consultants tenders that has caused a backlog in the roll out of projects. This for example will result in amongst others an inability to replicate the previous 2017/18 performance of KPI 1.6 namely kms of network resurfaced. Another factor includes the reprioritisation and focus on capacity improvements/new facilities which means the implementation of projects with significantly higher cost per km.

Programme 1:

KPI	2017/18 APP Target	2017/18 Estimated Performance	2018/19 APP Target
KPI 1.6 (Network Resurfaced km)	1000 km	1500 km	1200 km
KPI 1.7 (Road strengthened, Improved and New (CAPEX) km)	500 km	375	400 km

Programme 3:

KPI	2017/18 APP Target	2017/18 Estimated Performance	2018/19 APP Target
KPI 3.1 (Percentage of RRM Expenditure performed by black contractors)	65%	64.8%	67.5%
KPI 3.2 (Percentage of Non-RRM Expenditure performed by black contractors)	35%	36.5%	37.5%
KPI 3.3 (Jobs created on project (full time))	15 000	15 000	17 000
KPI 3.4 (Number of SMMES working for SANRAL)	1400	1625	1800

The above tables clearly demonstrate that given the challenges SANRAL can realistically going forward either marginally outperform or match for certain KPIs and in other cases materially reduce its targets. However there is an opportunity to achieve significantly higher targets with regards to KPI 3.3 and KPI 3.4.

PROGRAMME 1: Strategic Objective 1: Manage the national road network effectively and efficiently								
Programme Performance Indicator		Audited/Actual Performance			Estimated Performance	Medium Term Targets		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
1.1	Smooth Travel Exposure (STE)	96.12%	95.75	97.0	≥ 95%	≥ 95%	≥ 95%	≥ 95%
1.2	Low Rut Exposure (LRE)	91.74%	95.74	99.9	≥ 95%	≥ 95%	≥ 95%	≥ 95%
1.3	High Texture Exposure (HTE)	99.44%	98.90	99.5	≥ 95%	≥ 95%	≥ 95%	≥ 95%
1.4	Bridge Condition Exposure (BCE)	98.51%	92.89	93.6	≥ 90%	≥ 90%	≥ 90%	≥ 90%
1.5	Routine Maintenance km	21403	21490	22197	22213	22213	22213	22213
1.6	Network resurfaced km	851	1563	1891	1500	1200	1600	1750
1.7	Road Strengthened, Improved and New (CAPEX) km	687	370	575	375	400	375	425
1.8	SIP-1 Annual Maintenance of N1, N4, R33, R510, R511 and R520 National Roads to Lephalale (km) and R573 to Moloto		885	885	885	885	885	885
1.9	SIP-4 Annual Maintenance of National Roads in North West		2598	2598	2598	2598	2598	2598

	Province (km)							
1.10	Traffic information collection and dissemination on FMS (Freeway Management System) network		Collection of real time information on 100% (450km) of FMS network for design purposes	Collection and dissemination on 100% (450km) of FMS network is happening currently	Establishment of Centre to Centre links with 1 strategic stakeholder	Establishment of Centre to Centre links with 2 additional strategic stakeholders	Expansion of the FMS network by an additional 40km.	Link the three SANRAL regional Traffic Management Centres to a SANRAL National Centre

Note: 1.5, 1.6 and 1.7 – As in SANRAL Roadworks Classification document and under construction

Note 1.10: Strategic entities that SANRAL is engaging with include: SAPS, eThekweni Transport Authority, N3 Toll Concession, ACSA, Metro Police, Fire and Disaster Management, Emergency Services

PROGRAMME 2: Strategic Objective 2: Provide safe roads

Programme Indicator	Performance	Audited/Actual Performance			Estimated Performance	Medium Term Targets		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
2.1	Identify, Investigate and Propose Remedial Measures for 12 Pedestrian Hazardous Locations.	18 Pedestrian Hazardous Locations Identified, Investigated and Remedial Measures Proposed.	18 Pedestrian Hazardous Locations Identified, Investigated and Remedial Measures Proposed.	13 pedestrian hazardous locations identified, investigated and remedial measures proposed	Identify, investigate and propose remedial measures at twelve pedestrian hazardous locations per year	Identify, investigate and propose remedial measures at twelve pedestrian hazardous locations per year	Identify, investigate and propose remedial measures at twelve pedestrian hazardous locations per year	Identify, investigate and propose remedial measures at twelve pedestrian hazardous locations per year
2.2	Conduct Road Safety Audits on at least 8 projects.		4 audits	14 Road Safety Audits have been completed	8 Road Safety Audits Completed	8 Road Safety Audits Completed	8 Road Safety Audits Completed	8 Road Safety Audits Completed
2.3	Road safety education and awareness programmes at selected educational sites in a 5km radius of the national network and linked to SANRAL construction projects		42 educational districts/sites done	Programmes in 54 education districts/sites	15 educational districts/sites	15 sites	15 sites	15 sites

PROGRAMME 3: Strategic Objective 3: Carry out Government's Targeted Programmes

Programme Performance Indicator		Audited/Actual Performance			Estimated Performance	Medium Term Targets		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
3.1	Percentage of RRM (Routine Road Maintenance) expenditure performed by black owned SMMEs and Contractors (Based on black ownership of contractor)	83 %	85%	76%	64.8%	>67.5%	>70%	>72.5%
3.2	Percentage of Non RRM (Routine Road Maintenance) expenditure performed by black owned SMMEs and Contractors (Based on black ownership of contractor)	48%	46%	50%	36.5%	>37.5%	>40%	>42.5%
3.3	Jobs created on project (full-time)	19820	15721	19 047	15000	17000	18500	20000
3.4	Number of SMMEs working for SANRAL	1697	2056	1833	1625	1800	2000	2200
3.5	Number of internships (Practical experience for under-graduate studies)	217	326	304	133	200	260	260
3.6	Number of external bursaries (tertiary)	105	122	133	135	135	135	135
3.7	Number of scholarships	368	196	194	210	220	230	230

3.8	Employment Equity Plan (EE Plan)	New EE Plan 2018 - 2020 approved by the Board. Target for 31 March 2015 achieved.	Targets achieved as per Board approved EE Plan 2018 - 2020	98.18% of the target achieved	Develop new three year Board approved EE Plan 2018 - 2020 and achieve annual targets	Achieve annual targets as per Board approved EE Plan 2018 - 2020	Achieve annual targets as per Board approved EE Plan 2018 - 2020	Achieve annual targets as per Board approved EE Plan 2018 - 2020
3.9	Community development infrastructure projects	14 Projects (4 from the Northern Region), 9 from the Eastern Region and 1 from the Western Region) have been approved by the Budget Committee. The projects were	18 projects in construction	24 projects in construction	12 projects in construction	12 projects in construction	12 projects in construction	12 projects in construction

		placed on the budget, approved by the Board and registered.						
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Note 3.4: The number includes SMMEs counted more than once when providing services on different project types (routine road maintenance, special maintenance, periodic maintenance, strengthening, toll and non-toll).

Note 3.8: EE Plan Cycle Oct 2017 to September 2020

PROGRAMME 4: Strategic Objective 4: Co-operative working relationships with all spheres of Government and the SADC member countries

Programme Indicator	Performance	Audited/Actual Performance			Estimated Performance	Medium Term Targets		
		2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
4.1	Ensure minimum of 2 annual meetings for each COTO subcommittee chaired by SANRAL	2 meetings held	2 meetings held	2 meetings held	2	2	2	2
4.2	Revise following TRH/TMH guidelines through COTO sub committees and submit to COTO for approval.		TMH3, TMH8, TMH9, TMH13, TMH14, TMH18, TMH19, TMH22 Revised and submitted to COTO for approval	TRH8; TRH 13; AND TRH 21: circulated with COTO sub-committee	TRH5, TRH14	TRH3, TRH4		
4.3	Revision of the COTO standard specifications for road and bridge works		60% completed	100%				
4.4	Construction of Botswana Border Bridge (Notwane River)	34% construction completed.	75% construction completed	Construction 100% completed				
4.5	4 National Technical Committee sittings for RIMS and submission of one annual report to		4 IMS reports produced and sent to	4 IMS reports produced and sent to COTO	Production of 4 IMS reports for COTO	4 National Technical Committee sittings for RIMS	4 National Technical Committee sittings for	4 National Technical Committee sittings for

	COTO		COTO			and submission of annual report to COTO	RIMS and submission of annual report to COTO	RIMS and submission of annual report to COTO
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PROGRAMME 5: Strategic Objective 5: Maintain good governance practice								
Programme Performance Indicator		Audited/Actual Performance			Estimated Performance	Medium Term Targets		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
5.1	Fraud Hotline	Reported incidents were investigated and action taken as appropriate	Reported incidents were investigated and action taken as appropriate	All reported incidents have been investigated or are under investigation and action has been taken or is being undertaken as appropriate	Reported incidents to be investigated and action to be taken as appropriate	Reported incidents to be investigated and action to be taken as appropriate	Reported incidents to be investigated and action to be taken as appropriate	Reported incidents to be investigated and action to be taken as appropriate

PROGRAMME 6: Strategic Objective 6: Maintain Financial Sustainability								
Programme Performance Indicator		Audited/Actual Performance			Estimated Performance	Medium Term Targets		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
6.1	Private Sector Investment Index (PSII)	18.16%	22.15%	24.2%	26%	> 20%	>14%	>15%
6.2	Expenditure Efficiency Index (EEI)	4.31%	4.13%	5.25%	< 10%	< 10%	<10%	<10%

PROGRAMME 7: Strategic Objective 7: Pursue research, innovation and best practice								
Programme Performance Indicator		Audited/Actual Performance			Estimated Performance	Medium Term Targets		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
7.1	Complete the development and testing of the SARDS (SA Road Design Software) portal (% complete)		50% completed	75%	90%	100%		
7.2	Number of formalised SARDS (SA Road Design Software) training courses presented to users, and user certification		1 presented	0 presented	0	1	2	2
7.3	3 year longitudinal study to determine the knowledge and behaviour of road users in selected areas		33% completed	66% Completed	100% completed Post research implementation: Road safety education content development to incorporate research outcomes for Grade R to Grade 3	Start a three year longitudinal study to determine knowledge and behaviour of preschool children and parents	Year 2 of a three year longitudinal study to determine knowledge and behaviour of preschool children and parents	Year 3 of a three year longitudinal study to determine knowledge and behaviour of preschool children and parents

Note: KPI 7.1 the 2017/18 estimated performance could not be achieved as per the targets outlined in the 2017/18 APP due technical difficulties. Therefore the balance of the work will is expected to be completed in 2018/19.

PROGRAMME 8: Strategic Objective 8: Safeguard SANRAL's reputation

Programme Performance Indicator	Audited/Actual Performance			Estimated Performance	Medium Term Targets		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
8.1 Communication: Promote awareness of SANRAL's mandate and contribution to society.	Achieved – 15 positive messages were published on average per month in national/regional press - documented in monthly reports.	Achieved – 13 positive messages were published on average per month in national/regional press - documented in monthly reports.	Achieved with at least 15 positive stories profiled per month on various mediums per month	Profile at least six positive messages in national/regional press (print, broadcast or online) per month	Profile at least twelve positive messages in national/regional media (print, broadcast or online) per month	Profile at least twelve positive messages in national/regional media (print, broadcast or online) per month	Profile at least twelve positive messages in national/regional media (print, broadcast or online) per month
8.2 External Publications	Two issues of the "By The Way" publications were released	Five issues of the "By The Way" publications were released	5 Issues of By the Way published	Publish two issues	Publish at least 8 editions/issues on content relating to SANRAL	Publish at least 8 editions/issues on content relating to SANRAL	Publish at least 8 editions/issues on content relating to SANRAL
8.3 Stakeholder engagement	Six round table discussions were held during the year.	Eight round table discussions were held during the year.	Thirteen round table discussions/stakeholder engagements were held	Hold four round table discussions	Hold twelve round table discussions with stakeholders	Hold twelve round table discussions with stakeholders	Hold twelve round table discussions with stakeholders

PROGRAMME 9: Strategic Objective 9: Pursue and maintain environmental sustainability and best practice

Programme Performance Indicator		Audited/Actual Performance			Estimated Performance	Medium Term Targets		
		2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
9.1	Undertake 6 environmental applications in-house for the 3 year period (10 over 5 year period) and submit them for external review and/or decisions		2 environmental authorisations were undertaken in-house	Two environmental authorisation applications have been undertaken in house. Both submitted for final decisions and decisions have been received	Undertake 2 environmental authorisation applications in-house, submit for external review and/or final decisions	Undertake 2 environmental authorisation applications in-house, and submit for external review and/or final decisions	Undertake 2 environmental authorisation applications in-house, and submit for external review and/or final decisions	Undertake 2 environmental authorisation applications in-house, and submit for external review and/or final decisions

4.3 QUARTERLY TARGETS FOR 2018/19

PROGRAMME 1: Strategic Objective 1: Manage the national road network effectively and efficiently

Programme Performance Indicator		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
1.1	Smooth Travel Exposure (STE)	Quarterly	≥ 95%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
1.2	Low Rut Exposure (LRE)	Quarterly	≥ 95%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
1.3	High Texture Exposure (HTE)	Quarterly	≥ 95%	≥ 95%	≥ 95%	≥ 95%	≥ 95%
1.4	Bridge Condition Exposure (BCE)	Quarterly	≥ 90%	≥ 90%	≥ 90%	≥ 90%	≥ 90%
1.5	Routine Maintenance km	Quarterly	22213	22213	22213	22213	22213
1.6	Network resurfaced km	Annual	1200				1200
1.7	Road Strengthened (Capex) km	Annual	400				400
1.8	SIP-1 Annual Maintenance of N1, N4, R33, R510, R511 and R520 National Roads to Lephalale (km) and R573 to Moloto	Annual	885				885
1.9	SIP-4 Annual Maintenance of National Roads in North West Province (km)	Annual	2598				2598
1.10	Traffic information collection and dissemination on FMS (Freeway Management System) network	Annual	Establishment of Centre to Centre links with 2 additional strategic stakeholders				Establishment of Centre to Centre links with 2 additional strategic stakeholders

PROGRAMME 2: Strategic Objective 2: Provide safe roads

Programme Performance Indicator		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
2.1	Identify, Investigate and Propose Remedial Measures for 12 Pedestrian Hazardous Locations.	Quarterly	Identify, investigate and propose remedial measures at twelve pedestrian hazardous locations per year	Twelve pedestrian hazardous locations: Identification: 100%	Twelve pedestrian hazardous locations: Investigation: 50%	Twelve pedestrian hazardous locations: Investigation: 100% Proposal of Remedial Measures: 50%	Twelve pedestrian hazardous locations: Proposal of Remedial measures: 100%.
2.2	Conduct Road Safety Audits on at least 8 projects.	Quarterly	Eight (8) Road Safety Audits Completed	At least eight (8) projects where 25% Progress: Identification of Projects for which Road Safety Audit are to be conducted is attained.	At least eight (8) projects where 50% Progress: Commencement of Procurement Process for Road Safety Auditor, which includes making financial provision for RSA Audit as part of Engineering Services Tender Document is attained.	At least eight (8) projects where 75% Progress: Appointment of Road Safety Auditor is attained.	At least (8) projects where 100% Completion: Completion of Road Safety Audit Report by Road Safety Auditor is attained.
2.3	Road safety education and awareness programmes at selected educational sites in a 5km radius of the national network and linked to SANRAL construction projects	Semi-annual	15 sites		7 sites		15 sites

PROGRAMME 3: Strategic Objective 3: Carry out Government's Targeted Programmes

Programme Performance Indicator		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
3.1	Percentage of RRM (Routine Road Maintenance) expenditure performed by black owned SMMEs and Contractors (Based on black ownership of contractor)	Quarterly	>67.5 %	>65 %	>65 %	>66.0 %	>67.5 %
3.2	Percentage of Non RRM (Routine Road Maintenance) expenditure performed by black owned SMMEs and Contractors (Based on black ownership of contractor)	Quarterly	>37.5 %	>35 %	>35 %	>36.0 %	>37.5 %
3.3	Jobs created on project (full-time)	Quarterly	17000	15 000	15 000	16 000	17 000
3.4	Number of SMMEs working for SANRAL	Quarterly	1800	1600	1600	1700	1800
3.5	Number of internships (Practical experience for under-graduate studies)	Quarterly	200	50	100	150	200
3.6	Number of external bursaries (tertiary)	Quarterly	135	135	135	135	135
3.7	Number of scholarships	Quarterly	220	220	220	220	220
3.8	Employment Equity Plan 2018 - 2020 (EE Plan)	Annual	Achieve annual targets as per Board approved EE Plan 2018 - 2020				Achieve annual targets as per Board approved EE Plan 2018 - 2020
3.9	Community development infrastructure projects	Annual	12 projects in construction				12 projects in construction

Note 3.4: The number includes SMMEs counted more than once when providing services on different project types (routine road maintenance, special maintenance, periodic maintenance, strengthening, toll and non-toll).

1. PROGRAMME 4: Strategic Objective 4: Co-operative working relationships with all spheres of Government and the SADC member countries

Programme Performance Indicator		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
4.1	Ensure minimum of 2 annual meetings for each COTO subcommittee chaired by SANRAL	Annual	2				2
4.2	Revise following TRH/TMH guidelines through COTO sub committees and submit to COTO for approval.	Annual	TRH3, TRH4				TRH3, TRH4
4.3	Revision of the COTO standard specifications for road and bridge works	Annual	Completed in 2016/17				
4.4	Construction of Botswana Border Bridge (Notwane River)	Annual	Completed in 2016/17				
4.5	4 National Technical Committee sittings for RIMS and submission of annual report to COTO	Quarterly	4 National Technical Committee sittings for RIMS and submission of annual report to COTO	1 Technical Committee siting for RIMS	1 Technical Committee siting for RIMS	1 Technical Committee siting for RIMS	1 Technical Committee siting for RIMS and submission of annual report to COTO

PROGRAMME 5: Strategic Objective 5: Maintain good governance practice

Programme Performance Indicator		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
5.1	Fraud Hotline	Quarterly	Reported incidents to be investigated and action to be taken as appropriate	Reported incidents to be investigated and action to be taken as appropriate	Reported incidents to be investigated and action to be taken as appropriate	Reported incidents to be investigated and action to be taken as appropriate	Reported incidents to be investigated and action to be taken as appropriate

PROGRAMME 6: Strategic Objective 6: Maintain Financial Sustainability

Programme Performance Indicator		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
6.1	Private Sector Investment Index (PSII)	Quarterly	>20 %	>20 %	>20 %	>20 %	>20 %
6.2	Expenditure Efficiency Index (EEI)	Quarterly	< 10%	< 10%	< 10%	< 10%	< 10%

PROGRAMME 7: Strategic Objective 7: Pursue research, innovation and best practice

Programme Performance Indicator		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
7.1	Complete the development and testing of the SARDS software portal (% complete)	Annual	100% complete				100% complete
7.2	Number of formalised SARDS training courses presented to users, and user certification	Annual	1				1
7.3	3 year longitudinal study to determine the knowledge and behaviour of road users in selected areas	Annual	Start a three year longitudinal study to determine knowledge and behaviour of preschool children and parents				33%

PROGRAMME 8: Strategic Objective 8: Safeguard SANRAL's reputation

Programme Performance Indicator		Reporting Period	Annual Target 2018/19	Quarterly Targets			
				Quarter 1	Quarter 2	Quarter 3	Quarter 4
8.1	Communication: Promote awareness of SANRAL's mandate and contribution to society.	Quarterly	Profile at least twelve positive messages in national/ regional press (print, broadcast or online) per month	Profile at least three positive messages in national/ regional media (print, broadcast or online) per month	Profile at least three positive messages in national/ regional media (print, broadcast or online) per month	Profile at least three positive messages in national/ regional media (print, broadcast or online) per month	Profile at least three positive messages in national/ regional media (print, broadcast or online) per month
8.2	External Publications (By The Way)	Semi-annual	Publish eight issues	Publish two issues	Publish two issues	Publish two issues	Publish two issues
8.3	Stakeholder engagement	Semi-annual	Hold twelve round table discussions	Three stakeholder meetings	Three stakeholder meetings	Three stakeholder meetings	Three stakeholder meetings

PROGRAMME 8: Strategic Objective 9: Pursue and maintain environmental sustainability and best practice

Programme Performance Indicator	Reporting Period	Annual Target 2016/17	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
9.1 Undertake 6 environmental applications in-house for the 3 year period (10 over 5 year period) and submit them for external review and/or decisions	Annual	Undertake 2 environmental authorisation applications in-house, submit for external review and/or final decisions				Undertake 2 environmental authorisation applications in-house, submit for external review and/or final decision-making.

4.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

PROGRAMME 1

Strategic Objective	Key Performance Indicator	Audited/Actual Budget (R'000)			Estimated Budget (R'000)	Medium-term Budget (R'000)		
		2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
1.Manage National Road Network Effectively and Efficiently	Smooth Travel Exposure (STE)	13974905	14 589 442	15 517 103	16 970	22 062	24 801	23 990
	Low Rut Exposure (LRE)	13974905	14 589 442	15 517 103	16 970	22 062	24 801	23 990
	High Texture Exposure (HTE)	13974905	14 589 442	15 517 103	16 970	22 062	24 801	23 990
	Bridge Condition Exposure (BCE)	13974905	14 589 442	15 517 103	16 970	22 062	24 801	23 990
	Routine Maintenance km	2 858 789	3 505 229	3 700 822	3 680 467	5 044 110	3 870 534	3 595 091
	Network resurfaced km	2 848 961	3 353 296	2 660 930	4 295 235	3 793 904	2 529 933	4 295 235
	Road Strengthened, Improved & New (Capex) km	7 233 462	6 621 065	7 582 571	7 555 000	10 679 573	15 008 513	15 738 347
	SIP-1 Annual Maintenance of N1, N4, R33, R510, R511 and R520 National Roads to Lephalale			13 769	511 558	593 960	1033 806	1326 476 760

(km) and R573 to Moloto								
SIP-4 Annual Maintenance of National Roads in North West Province (km)			876 194	1 423 787	1 422 182	1 193 954	1 616 683	
Traffic information collection and dissemination on FMS (Freeway Management System) network			36 494	350	750	43 000	5000	

PROGRAMME 2

Strategic Objective	Key Performance Indicator	Audited/Actual Performance			Estimated Budget (R'000)	Medium-term Budget (R'000)		
		2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
2. Provide Safe Roads	Identify, Investigate and Propose Remedial Measures for 12 Pedestrian Hazardous Locations.	The budgets are dependent on the type of remedial measures being proposed, and will be covered by toll and non-toll project budgets. Education and enforcement remedial measures might be covered by other departments or authorities. Engineering improvements to be motivated and covered under SANRAL Project Specific budgets.						
	Conduct Road Safety Audits on at least 8 projects.	Included within the specific Engineering Services Project budgets and expenditure						
	Road safety education and awareness programmes at selected educational sites in a 5km radius of the	R 7 million per year from 2017/18						

	national network and linked to SANRAL construction projects	
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PROGRAMME 3

Strategic Objective	Key Performance Indicator	Audited/Actual Performance (R'000)			Estimated Budget (R'000)	Medium-term Budget (R'000)		
		2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
3. Carry out Government's Targeted Programmes	Percentage of RRM (Routine Road Maintenance) expenditure performed by black owned SMMEs and Contractors (Based on black ownership of contractor)	As a result of projects awarded						
	Percentage of Non RRM (Routine Road Maintenance) expenditure performed by black owned SMMEs and Contractors (Based on black ownership of contractor)	As a result of projects awarded						
	Jobs created on project (full-time)	As a result of projects awarded						
	Number of SMMEs working for SANRAL	As a result of projects awarded						
	Number of internships (Practical experience for	11 520	7 200	14 000	14 000	14 400	18 720	

under-graduate studies)								
Number of external bursaries (tertiary)	7 250	8 075	10 000	10 000	21 840	21 840		
Number of scholarships	4 000	2 000	4 000	4 000	5 000	6 000		
Employment Equity Plan (EE Plan)	Part of ongoing work							
Community development infrastructure projects in the four regions of SANRAL	159 609	317 612	358 141	461 027	626 547	844 104	224 925	

PROGRAMME 4

Strategic Objective	Key Performance Indicator	Audited/Actual Performance (R'000)				Medium-term Budget (R'000)	Medium-term Budget (R'000)		
		2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
4.Co-operative working relationships with all spheres of Government and the SADC member countries	Ensure minimum of 2 annual meetings for each COTO subcommittee chaired by SANRAL	Part of ongoing work	Part of ongoing work	Part of ongoing work	Part of ongoing work	Part of ongoing work	Part of ongoing work	Part of ongoing work	
	Revise following TRH/TMH guidelines through COTO sub committees and submit to COTO for approval.		1 500	1 500	1 500	1 500	1 500		
	Revision of the COTO standard specifications for road and bridge works		1 000	3 000	3 000				
	Construction of Botswana Border Bridge (Notwane River) 4		24 000	49 000	22 000				
	National Technical	Part of ongoing							

	Committee sittings for RIMS and submission of one annual report to COTO	work						
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PROGRAMME 5

Strategic Objective	Key Performance Indicator	Audited/Actual Performance (R'000)			Estimated Budget (R'000)	Medium-term Budget (R'000)		
		2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
5. Maintain Good Governance Practice	Fraud Hotline			R70 000	R75 000	R81 000	R88 000	

PROGRAMME 6

Strategic Objective	Key Performance Indicator	Audited/Actual Performance (R'000)			Estimated Budget (R'000)	Medium-term Budget (R'000)		
		2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
6. Maintain Financial Sustainability	Private Sector Investment Index (PSII) (Toll Budget)	Part of on-going work						
	Expenditure Efficiency Index (EEI)	Part of on-going work						

PROGRAMME 7

Strategic Objective	Key Performance Indicator	Audited/Actual Performance (R'000)			Estimated Budget (R'000)	Medium-term Budget (R'000)		
		2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
7. Pursue research, innovation and best practice	Complete the development and testing of the SARDS software portal (% complete)	10 688	10 290	13 257	12 000	12 000	1 000	0
	Number of formalised			0	0	250	250	250

SARDS training courses presented to users, and user certification								
3 year longitudinal study to determine the knowledge and behaviour of road users in selected areas			2 200	The implementation (content development) falls under RSE in the budget	1 650	1 650	1 650	

PROGRAMME 8

Strategic Objective	Key Performance Indicator	Audited/Actual Performance (R'000)				Estimated Budget (R'000)	Medium-term Budget (R'000)		
		2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
8. Safeguard SANRAL's reputation	Communication: Promote awareness of SANRAL's mandate and contribution to society.	15 525	15 000	35 000	234 179	263 779	287 043	301 099	
	External Publications (By The Way)		10 000	1 330	17 600	18 600	19 700	20 960	
	Stakeholder engagement		2 000	2 000	27 360	29 001	30 741	32 586	

PROGRAMME 9

Strategic Objective	Key Performance Indicator	Audited/Actual Performance (R'000)				Estimated Budget (R'000)	Medium-term Budget (R'000)		
		2014/15	2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
9. Pursue and maintain environmental sustainability and best practice	6 Undertake environmental applications in-house for the 3 year period (10 over 5 year period) and submit them for external review and/or decisions	Part of ongoing work							

PERFORMANCE AND EXPENDITURE TRENDS:

It must be noted that SANRAL's business is such that increased or additional allocations/funding/expenditure directly correlates with the number of projects implemented, with maintenance taking priority. This results in ongoing and timely maintenance of roads. In addition, with available funds after maintenance, strengthening and upgrade of roads are undertaken leading to more safely engineered roads. These operations on the roads lead to an effective national road network.

A direct consequence of increased expenditure is the creation of jobs. SAFCEC has calculated that 141 jobs (estimate) are created for every R100 million spent. It leads to empowerment opportunities through more work being awarded to black owned companies and SMMEs. It also leads to the larger goals of job creation and transformation.

However, due to the strained economic environment budget cuts will logically result in a reduction of targets for SANRAL. The below stated previously in Section 4.2 illustrates the severity of the impacts.

Material Adverse Revision of Targets from 2017/18 APP for noting:

Due to a number of headwinds and circumstances beyond SANRAL's control which include financial constraints in the form of budget cuts SANRAL has had to prudently rationalise its medium term targets. Additional factors that have forced a revision of targets would include delays in awarding of consultants tenders that has caused a backlog in the roll out of projects. This for example will result in amongst others an inability to replicate the previous 2017/18 performance of KPI 1.6 namely kms of network resurfaced. Another factor includes the reprioritisation and focus on capacity improvements/new facilities which means the implementation of projects with significantly higher cost per km.

Programme 1:

KPI	2017/18 APP Target	2017/18 Estimated Performance	2018/19 APP Target
KPI 1.6 (Network Resurfaced km)	1000 km	1500 km	1200 km
KPI 1.7 (Road strengthened, Improved and New (CAPEX) km)	500 km	375	400 km

Programme 3:

KPI	2017/18 APP Target	2017/18 Estimated Performance	2018/19 APP Target
KPI 3.1 (Percentage of RRM Expenditure performed by black contractors)	65%	64.8%	67.5%
KPI 3.2 (Percentage of	35%	36.5%	37.5%

Non-RRM Expenditure performed by black contractors)			
KPI 3.3 (Jobs created on project (full time)	15 000	15 000	17 000
KPI 3.4 (Number of SMMES working for SANRAL)	1400	1625	1800

The above tables clearly demonstrate that given the challenges SANRAL can realistically going forward either marginally outperform or match for certain KPIs and in other cases materially reduce its targets. However there is an opportunity to achieve significantly higher targets with regards to KPI 3.3 and KPI 3.4.

PART C: LINKS TO OTHER PLANS

5 LINKS TO LONG-TERM CAPITAL PLAN

ANNEXURE D: (TO BE REPLACED BY HORIZON 2030)

VISION

To be a world leader in the provision of a superior national road network.

MISSION

As the custodian of the national road network, we are committed to the creation of economic value for the nation, through the provision of road infrastructure with:

- A motivated and professional team;
- Consideration for community needs;
- State-of-the-art technology;
- Proficient service providers; and
- The 'user-pays' principle

CORE VALUES

- Excellence
- Pro-activeness
- Participativeness
- Integrity
- Care
- EP²IC**

STRATEGIC OUTCOMES ORIENTED GOALS:

The following strategic outcome goals have been identified by SANRAL to ensure alignment with the goals identified by the Presidency:

Strategic Goal 1	Ensure an efficient, competitive and responsive national road network
Goal statement	Ensure an efficient, competitive and responsive national road network through the maintenance and expansion of the national road network (strategic and primary road network) to facilitate development, commerce, mobility and access
Justification	The need for an efficient road network is justified by the fact that 87.9% of the total freight tonnage and 94.29% of the 35 million daily motorised person trips recorded in South Africa, are road based transport modes.
Links	Outcome 6: An Efficient, Competitive And Responsive Economic Infrastructure Network

Strategic Goal 2	Ensure improved road safety on national road network
Goal statement	Ensure improved road safety through well engineered national road network that contributes towards reduction in road related injuries and fatalities
Justification	Although the national road network of 22 213 km only represents 2.85% of total network of 750 000km, it carries an estimated 30% of all vehicle kilometres travelled in South Africa. A safer road transport sector will improve economic growth and minimise the pressure on the fiscus by lowering claims (e.g. Road Accident Fund)
Links	Outcome 3: All people in SA are and feel safe

Strategic Goal 3	Ensure improved rural access to the national road network
Goal statement	Ensure improved road access to the national road network through well engineered access and non-motorised facilities along the national road network in rural areas.
Justification	Improved access and non-motorised facilities for communities along the national road network will unlock social and economic benefits and provide them with safe access to education, health and other social amenities.
Links	Outcome 7: Vibrant, equitable and sustainable rural communities. Outcome 8: Sustainable human settlements and improved quality of household life

Strategic Goal 4	Ensure sound environmental management and sustainability practices on the national road network
Goal statement	Ensure that responsible environmental management and sustainability are key components of all national road network maintenance and expansion projects to ensure compliance with national legislation, and provide a framework for continual improvement.
Justification	Contributes to reduction in the carbon footprint. Enables the responsible and safe use of natural resources. Propagates appropriate plant species for use within the road reserve etc.
Links	Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced

Strategic Goal 5	Ensure decent employment opportunities, transformation and empowerment
Goal statement	Ensure decent employment opportunities through the implementation of maintenance and expansion projects on

	the national road network that promote transformation and empowerment through BBEE
Justification	Although the national road network of 22 213 km only represents 2.85% of total network of 750 000km, expenditure on it maintenance and expansion represents in excess of 40% of all road related expenditure in South Africa. Decent employment and skills development are imperative to ensuring sustained economic growth, to improving the lives of citizens and communities and in the eradication of poverty.
Links	Outcome 4: Decent employment through inclusive economic growth Outcome 5: A skilled and capable workforce to support an inclusive growth path

Strategic Goal 6	An efficient, effective and development oriented national roads agency
Goal statement	Ensure good service delivery through a skilled workforce and adequate internal systems and controls.
Justification	SANRAL delivers critical national road infrastructure which must be supported by capable staff and leadership, good governance practice, supportive administrative systems and internal processes.
Links	Outcome 12: An efficient, effective and development-oriented public service

The implementation of the programmes to achieve SANRAL's Strategic Objectives listed below will contribute towards the realization of the Strategic Outcomes Oriented Goals.

STRATEGIC OBJECTIVES:

1. Manage the national road network effectively and efficiently
2. Provide safe roads
3. Carry out Government's targeted programmes
4. Co-operative working relationships with all spheres of Government and the SADC member countries
5. Maintain good governance practice
6. Maintain financial sustainability
7. Pursue research, innovation and best practice
8. Safeguard SANRAL's reputation
9. Pursue and maintain environmental sustainability and best practice

ANNEXURE E: TECHNICAL INDICATOR DESCRIPTIONS:

Indicator Title	(1.1) Smooth Travel Exposure
Short Definition	The proportion of travel undertaken each year on roads with roughness (longitudinal surface undulations affecting the wear and operating costs of vehicles, road safety, and the impact of the vehicle on the road through excitation of the vehicle mass), conditions less than the specified level.
Purpose/Importance	To monitor whether roads are providing acceptable travel conditions.
Source/collection of data	SANRAL Road Survey Vehicle reports
Method of Calculation	Scientific automated procedure within SANRAL IT IS system
Data Limitations	No Specific Limitations
Type of Indicator	Outcome - Road Network Performance Indicator.
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	At least 95% of travel on less than 4.2 m/km roughness
Indicator Responsibility	Network Manager

Indicator Title	(1.2) Low Rut Exposure
Short Definition	The proportion of travel undertaken each year on roads with rut depth (surface depressions that can hold water and cause a vehicle to aquaplane), conditions less than the specified level.
Purpose/Importance	To monitor whether roads are providing acceptable travel conditions.
Source/collection of data	SANRAL Road Survey Vehicle reports
Method of Calculation	Scientific automated procedure within SANRAL IT IS system
Data Limitations	No Specific Limitations
Type of Indicator	Outcome - Road Network Performance Indicator.
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	At least 95% of travel on less than 20 mm rut depth
Indicator Responsibility	Network Manager

Indicator Title	(1.3) High Texture Exposure
Short Definition	The proportion of travel undertaken each year on roads with macro-texture (visual coarseness of the road surface that affects surface friction at high speeds (> 60 km/h) for wet conditions), conditions higher than the specified level.
Purpose/Importance	To monitor whether roads are providing acceptable travel conditions.
Source/collection of data	SANRAL Road Survey Vehicle reports
Method of Calculation	Scientific automated procedure within SANRAL IT IS system
Data Limitations	No Specific Limitations
Type of Indicator	Outcome - Road Network Performance Indicator.
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	At least 95 % of travel on higher than 0.4 mm texture
Indicator Responsibility	Network Manager

Indicator Title	(1.4) Bridge Condition Exposure (BCE)
Short Definition	The proportion of travel undertaken each year over or under bridges with conditions higher than the specified level.
Purpose/Importance	To monitor whether bridges are providing acceptable travel conditions.
Source/collection of data	SANRAL Bridge Inspection every 5 years
Method of Calculation	Scientific automated procedure within SANRAL IT IS system
Data Limitations	No Specific Limitations
Type of Indicator	Outcome - Bridge Network Performance Indicator.
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	At least 90 % of travel over or under bridges with OCI (Overall Condition Index) higher than 70
Indicator Responsibility	Network Manager

Indicator Title	(1.5) Routine Maintenance km
Short Definition	The length of network covered with routine road maintenance (as in the Roadworks Classification document) contracts that perform the following preventative activities – grass cutting, clearing drainage structures, crack sealing, pothole repairs, accident damage repairs, litter removal.
Purpose/Importance	To provide required preventative maintenance to ensure pavement achieves design life.
Source/collection of data	SANRAL RRM Contracts
Method of Calculation	Length of Network Under RRM
Data Limitations	No Specific Limitations
Type of Indicator	Outcome - Road Network Performance Indicator.
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	100% of SANRAL network: 22 213 km
Indicator Responsibility	Network Manager

Indicator Title	(1.6) Network resurfaced km
Short Definition	The length of network resurfaced (as in the Roadworks Classification document) contracts
Purpose/Importance	To provide required preventative maintenance to ensure pavement achieves design life.
Source/collection of data	SANRAL Periodic and Special Maintenance Contracts
Method of Calculation	Length of Network resurfaced under period and special maintenance contracts
Data Limitations	No Specific Limitations
Type of Indicator	Outcome - Road Network Performance Indicator.
Calculation Type	Non- cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	1200 km of SANRAL network
Indicator Responsibility	Network Manager

Indicator Title	(1.7) Road Strengthening and Improvement (Capex) km
Short Definition	The proportion of network covered with road strengthening ,Improvement and new (as in the Roadworks Classification document) contracts
Purpose/Importance	To provide required road strengthening, improvement and new activities to ensure pavement/road achieves design life.
Source/collection of data	SANRAL Road Strengthening, Improvement and new Contracts
Method of Calculation	Length of Network under road strengthening, Improvement and new contracts
Data Limitations	No Specific Limitations
Type of Indicator	Outcome - Road Network Performance Indicator.
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	400 km of SANRAL network
Indicator Responsibility	Network Manager

Indicator Title	(1.8) SIP-1 Annual Maintenance of N1, N4, R33, R510, R511,R520 and R573 National Roads to Lephalale and Moloto (km)
Short Definition	Maintenance of the national roads linking Lephalale and Moloto with Gauteng.
Purpose/Importance	To enable the efficient delivery via road of equipment, materials and personnel required for delivery of the SIP-1 infrastructure.
Source/collection of data	SANRAL Road Contracts
Method of Calculation	Length of identified road sections under various type of maintenance
Data Limitations	No Specific Limitations
Type of Indicator	Output – road km maintained
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	All identified roads maintained
Indicator Responsibility	Network Manager

Indicator Title	(1.9) SIP-4 Annual Maintenance of National Roads in North West Province (km)
Short Definition	Maintenance of the national roads in North West Province.
Purpose/Importance	To enable the efficient delivery via national roads of equipment, materials and personnel required for delivery of the SIP-4 infrastructure.
Source/collection of data	SANRAL Road Contracts
Method of Calculation	Length of identified road sections under various type of maintenance
Data Limitations	No Specific Limitations
Type of Indicator	Output – road km maintained
Calculation Type	Non - cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	All identified roads maintained
Indicator Responsibility	Network Manager

Indicator Title	1.10 Traffic Information Collection and Dissemination
Short Definition	Establishment of links with 1 strategic entity
Purpose/Importance	Establishment of strategic partnerships with stakeholders affected by the SANRAL Freeway Management Systems
Source/collection of data	Relevant information from strategic partners.
Method of Calculation	Establishment of formal Agreements or Memorandums of Understanding.
Data Limitations	N/A.
Type of Indicator	Output – strategic partnership
Calculation Type	Cumulative in the year
Reporting Cycle	Annual.
New Indicator	No
Desired Performance	Establishment of links with 1 strategic entity
Indicator Responsibility	Eastern Region – ITS Project Manager

Indicator Title	(2.1) Road Safety Measures
Short Definition	Identify, investigate and propose remedial measures at 12 pedestrian hazardous locations per year across the network
Purpose/Importance	To provide safer road conditions for motorists and/or pedestrians
Source/collection of data	SANRAL network inspections
Method of Calculation	Cumulative
Data Limitations	No Specific Limitations
Type of Indicator	Outcome - Road Safety Indicator.
Calculation Type	Cumulative in the year
Reporting Cycle	Quarterly – progressing through identification, investigation and proposal of remedial measures
New Indicator	No
Desired Performance	12 pedestrian hazardous locations identified, investigated and remedial measures proposed – approved by SANRAL Road Safety Focus Group
Indicator Responsibility	Regional Pedestrian Hazardous Location Coordinator

<i>Indicator Title</i>	(2.2) Road Safety Audits
<i>Short Definition</i>	Conduct Road Safety Audits on at least 8 projects
<i>Purpose/Importance</i>	To provide safer road conditions for motorists and/or pedestrians
<i>Source/collection of data</i>	Record of Road Safety Audits conducted
<i>Method of Calculation</i>	Number of audits
<i>Data Limitations</i>	No Specific Limitations
<i>Type of Indicator</i>	Outcome - Road Safety Indicator.
<i>Calculation Type</i>	Cumulative in the year
<i>Reporting Cycle</i>	Quarterly – progressing through identification, and percentage completion of audits
<i>New Indicator</i>	No
<i>Desired Performance</i>	Complete 8 Road Safety Audits Reports: Quarter 1: 25% Progress - Identification of 8 Projects for which RSA (any stage) is to be conducted. Quarter 2: 50% Progress - Commencement of Procurement Process for 8 Road Safety Auditors, which includes making financial provision for RSA Audits as part of Engineering Services Tender Documentation. Quarter 3: 75% Progress - Appointment of 8 Road Safety Auditors. Quarter 4: 100% Completion - Completion of 8 Road Safety Audit Reports by Road Safety Auditors.
<i>Indicator Responsibility</i>	Regional Road Safety Audit Coordinators

Indicator Title	(2.3) Road Safety Education and Awareness
Short Definition	Road Safety education and awareness programmes at educational districts/sites in a 5km radius of the national roads and linked to SANRAL's construction projects.
Purpose/Importance	To ensure Road Safety education is proactively provided to learners at a young age to encourage safe road usage and to reduce the accidents and fatalities on the roads of upgrade and/or improvement projects.
Source/collection of data	Reports detailing road safety workshops conducted and reports on awareness activities
Method of Calculation	Count number of educational districts visited for workshops
Data Limitations	No specific limitations
Type of Indicator	Outcome: Road safety education
Calculation Type	Cumulative in the year
Reporting Cycle	Semi-annual
New Indicator	No
Desired Performance	Road safety education and awareness programmes at 15 educational districts/sites
Indicator Responsibility	Development Planning Manager

Indicator Title	(3.1) Empowerment through RRM projects
Short Definition	Percentage of RRM expenditure performed by black owned SMMEs and Contractors (Based on black ownership of contractor)
Purpose/Importance	To facilitate BBBEE through SANRAL's RRM projects
Source/collection of data	ITIS project information module
Method of Calculation	Measure expenditure as in IT IS
Data Limitations	No Specific Limitations
Type of Indicator	Outcome – Empowerment (Transformation) Indicator
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	More than 67.5% of RRM expenditure performed by black owned SMMEs and Contractors (Based on black ownership of contractor)
Indicator Responsibility	Network Manager

Indicator Title	(3.2) Empowerment through non-RRM projects
Short Definition	Percentage of non-RRM expenditure performed by black owned SMMEs and Contractors (Based on black ownership of contractor)
Purpose/Importance	To facilitate BBBEE through SANRAL's RRM projects
Source/collection of data	ITIS project information module
Method of Calculation	Measure expenditure as in IT IS
Data Limitations	No Specific Limitations
Type of Indicator	Outcome – Empowerment (Transformation) Indicator
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	More than 37.5% of non-RRM expenditure performed by black owned SMMEs and Contractors (Based on black ownership of contractor)
Indicator Responsibility	Network Manager

Indicator Title	(3.3) Job Creation on Projects
Short Definition	The number of full-time (total hours/2000) jobs created on SANRAL's projects
Purpose/Importance	To measure contribution to the goal of job creation
Source/collection of data	ITIS Report
Method of Calculation	Number of jobs reported on IT IS system
Data Limitations	No Specific Limitations
Type of Indicator	Outcome – Job Creation Indicator.
Calculation Type	Cumulative in the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	At least 17 000 jobs created. Variance allowed 10% below and unlimited above
Indicator Responsibility	Network Manager

Indicator Title	(3.4) Number of SMMEs working for SANRAL
Short Definition	The number of SMMEs working on SANRAL's projects and/or are suppliers at regional offices
Purpose/Importance	To measure empowerment opportunities to SMMEs
Source/collection of data	IT IS Report
Method of Calculation	Number of SMMEs reported on IT IS system
Data Limitations	No Specific Limitations
Type of Indicator	Outcome – Empowerment (Transformation) indicator
Calculation Type	Cumulative in the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	At least 1800 SMMEs working for SANRAL. Variance allowed: 10% below and unlimited above.
Indicator Responsibility	Network Manager

Indicator Title	(3.5) Number of internships offered on SANRAL projects
Short Definition	Number of internships offered on SANRAL projects through consultants and contractors
Purpose/Importance	To measure contribution to the goal of transformation through skills development
Source/collection of data	SANRAL projects
Method of Calculation	Number of interns at projects or with consultants
Data Limitations	No Specific Limitations
Type of Indicator	Outcome – Skills Development (Transformation) Indicator
Calculation Type	Cumulative in the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	At least 200 active internships during the year. Variance allowed 10% below and unlimited above.
Indicator Responsibility	Human Resource Professional

Indicator Title	(3.6) Number of External Bursaries (Tertiary) awarded by SANRAL
Short Definition	The number of students (non SANRAL employees) obtaining tertiary education supported by bursaries awarded by SANRAL
Purpose/Importance	To measure contribution to the goal of transformation through skills development
Source/collection of data	SANRAL's bursary records
Method of Calculation	Number of external bursaries offered
Data Limitations	No Specific Limitations
Type of Indicator	Outcome – Skills Development (Transformation) Indicator
Calculation Type	Cumulative in the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	At least 135 active external bursaries during the year. Variance allowed 10% below and unlimited above.
Indicator Responsibility	Human Resource Professional

<i>Indicator Title</i>	The number of learners supported by scholarships awarded by SANRAL
<i>Short Definition</i>	To measure contribution to the goal of transformation through skills development
<i>Purpose/Importance</i>	SANRAL's scholarship records
<i>Source/collection of data</i>	Number of scholarships offered
<i>Method of Calculation</i>	No Specific Limitations
<i>Data Limitations</i>	Outcome – Skills Development (Transformation) Indicator
<i>Type of Indicator</i>	Cumulative in the year
<i>Calculation Type</i>	Quarterly
<i>Reporting Cycle</i>	No
<i>New Indicator</i>	At least 220 active scholarships during the year. Variance allowed 10% below and unlimited above.
<i>Desired Performance</i>	Human Resource Professional
<i>Indicator Responsibility</i>	The number of learners supported by scholarships awarded by SANRAL

Indicator Title	(3.8) Employment Equity (EE) Plan
Short Definition	The achievement of the annual target at as 31 March and to produce an EE Plan for the next three years
Purpose/Importance	To measure contribution to the goal of transformation
Source/collection of data	SANRAL's employee records
Method of Calculation	Total number and number of categories of employees as in EE Plan
Data Limitations	No Specific Limitations
Type of Indicator	Outcome – Empowerment (Transformation) Indicator
Calculation Type	Non-cumulative
Reporting Cycle	Annual
New Indicator	No
Desired Performance	Achieve at least 85% of each annual EE Plan target, leading to achievement of – on average - at least 90% of overall EE Plan targets. The latter will be the target to be measured. The next three year EE Plan to be produced. 2017/18 – 2019/20
Indicator Responsibility	Human Resource Professional

Indicator Title	(3.9) Community Development (CD) Projects
Short Definition	The number of CD contracts under construction
Purpose/Importance	To measure contribution to the goal of transformation - through road projects in communities requiring development impetus along national roads
Source/collection of data	SANRAL SAP ERP System
Method of Calculation	Number of CD projects
Data Limitations	No Specific Limitations
Type of Indicator	Outcome – Community Upliftment (Transformation) Indicator
Calculation Type	Non-cumulative
Reporting Cycle	Annual
New Indicator	No
Desired Performance	At least 12 CD projects must be under construction
Indicator Responsibility	Community Development Focus Group Champion

Indicator Title	(4.1) COTO Sub Committee Meetings
Short Definition	Ensuring the effective operation of the COTO subcommittees for which SANRAL are the Chair.
Purpose/Importance	Ensuring the effective operation of the COTO subcommittee in revising national standards.
Source/collection of data	COTO Subcommittee Chaired by SANRAL Meeting Minutes
Method of Calculation	Number of meeting minutes produced.
Data Limitations	No Specific Limitations
Type of Indicator	Number of meeting minutes
Calculation Type	Cumulative in the year
Reporting Cycle	Annually
New Indicator	No
Desired Performance	2 meetings per subcommittee chaired by SANRAL
Indicator Responsibility	Network Manager

Indicator Title	(4.2) Revision of TRH/TMH guidelines
Short Definition	Revise national TRH/TMH guidelines through COTO sub committees and submit to COTO for approval.
Purpose/Importance	To ensure co-ordinated action and uniform standards in the roads and transport sector within South Africa
Source/collection of data	Draft TRH/TMH Manuals Submitted to COTO for approval.
Method of Calculation	Number of guidelines revised
Data Limitations	Subject to proper functioning of other external committees i.e. SANS
Type of Indicator	Activity – number of guidelines revised
Calculation Type	Non-cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Draft TRH 3 and TRH 4 to be submitted
Indicator Responsibility	Network Manager

Indicator Title	(4.3) Revision of COTO Standard Specification for Road and Bridge Works
Short Definition	Revision of COTO Standard Specification for Road and Bridge Works
Purpose/Importance	To ensure uniform standards in the roads and transport sector within South Africa
Source/collection of data	Actual Project Expenditure
Method of Calculation	Expenditure of budget
Data Limitations	No Specific Limitations
Type of Indicator	Project performance indicator
Calculation Type	Cumulative
Reporting Cycle	Annually
New Indicator	No
Desired Performance	Completed in March 2017
Indicator Responsibility	Western Regional Manager

Indicator Title	(4.4) Botswana Border Bridge (Notwane River)
Short Definition	Construction of a new border bridge to improve access and travel between Botswana and South Africa.
Purpose/Importance	In line with SA's SADC commitments to improve access and trade with Botswana. Supports the 2007 Regional Action Agenda Report which highlights the need to prioritise infrastructure gaps which impair regional integration.
Source/collection of data	Project records
Method of Calculation	Expenditure of budget
Data Limitations	No Specific Limitations
Type of Indicator	Output - Project performance indicator
Calculation Type	Cumulative
Reporting Cycle	Annual
New Indicator	No
Desired Performance	Construction completed in March 2017
Indicator Responsibility	Northern Regional Manager (DoT/SANRAL/Botswana DoT)

Indicator Title	(4.5) Incident Management System (IMS) Reports
Short Definition	National Technical Committee sitting for RIMS and submission of one annual report to COTO
Purpose/Importance	To ensure response and management of incidents on South Africa's roads, rail etc. through deployment of IMS throughout country
Source/collection of data	Provincial IMS Reports
Method of Calculation	Number of National Technical Committee sittings for RIMS and submission of one annual report to COTO
Data Limitations	No Specific Limitations
Type of Indicator	Output - Number of National Technical Committee sittings for RIMS and submission of one annual report to COTO.
Calculation Type	Cumulative in the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	4 National Technical Committee sittings for RIMS and submission of one annual report to COTO
Indicator Responsibility	Project Manager: Socio-Economic Development & Road IMS

Indicator Title	(5.1) Management of incidents of fraud reported on the fraud hotline
Short Definition	Maintain a toll free number for any person to report a fraudulent or corrupt act, or even a suspicion of such and manage all such reports
Purpose/Importance	To promote and maintain good governance practice and to provide an anti-corruption tool, to report any events of fraud or corruption anonymously.
Source/collection of data	Fraud hotline register
Method of Calculation	Percentage of fraud hotline calls investigated and closed at year end.
Data Limitations	No specific limitations
Type of Indicator	Governance Performance Indicator.
Calculation Type	Cumulative in the year
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	80% of incidents reported during 2018/19 to be investigated and closed by 31 March 2019, as submitted to the May 2019 Board Meeting
Indicator Responsibility	Compliance and Risk Manager

Indicator Title	(6.1) Private Sector Investment Index (PSII)
Short Definition	The proportion of total annual expenditure secured from private sector.
Purpose/Importance	To monitor the financial efficiency of SANRAL
Source/collection of data	SANRAL SAP ERP System
Method of Calculation	$\text{Toll Expenditure (Less Interest Payments) / (Non Toll + Toll Expenditure)}$
Data Limitations	No specific limitations
Type of Indicator	Outcome - Financial Performance Indicator
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	At least 20% of total budgeted expenditure to be funded by the private sector
Indicator Responsibility	Network Manager

Indicator Title	(6.2) Expenditure Efficiency Index (EEI)
Short Definition	The percentage of annual expenditure on overhead costs by SANRAL compared to the total expenditure on Non-toll roads by SANRAL
Purpose/Importance	To monitor the financial efficiency of SANRAL
Source/collection of data	SANRAL SAP ERP System
Method of Calculation	$\text{Total Overheads (Salaries + Administrative Support) / Total Non-toll Expenditure}$
Data Limitations	No Specific Limitations
Type of Indicator	Output - Financial Performance Indicator.
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	Less than 10% of non-toll expenditure to be spent on overheads
Indicator Responsibility	Management Accountant (Non-toll)

Indicator Title	(7.1) SARDS (SA Road Design Software) portal
Short Definition	Development and testing of (SARDS) software portal
Purpose/Importance	Improve asset life cycle information flow and design of pavements within South Africa
Source/collection of data	Project Expenditure
Method of Calculation	Analysis of budget spent
Data Limitations	Subject to IT Server Hardware Availability
Type of Indicator	Output – software portal
Calculation Type	Cumulative
Reporting Cycle	Annual
New Indicator	No
Desired Performance	100% of SARDS software development completed
Indicator Responsibility	Network Manager

Indicator Title	(7.2) SARDS training courses presented to users
Short Definition	Number of formalised SARDS training courses presented to users, and user certification
Purpose/Importance	Train users in how to effectively utilise the new SARDS software portal to improve asset life cycle information flow and design of pavements within South Africa
Source/collection of data	Number Training Courses Presented
Method of Calculation	Number Training Courses Presented
Data Limitations	Subject to IT Server Hardware Availability
Type of Indicator	Output – Training Courses Presented
Calculation Type	Cumulative in the year
Reporting Cycle	Annual
New Indicator	No
Desired Performance	1 training course presented
Indicator Responsibility	Network Manager

Indicator Title	(7.3) Research to determine road user behaviour
Short Definition	Understand road user behaviour through a research project
Purpose/Importance	To influence the road safety education curriculum presented by the Department of Education and encourage responsible road user behaviour.
Source/collection of data	Research report
Method of Calculation	Analysis of budget spent
Data Limitations	None
Type of Indicator	Outcome – road safety
Calculation Type	Cumulative
Reporting Cycle	Annual
New Indicator	No
Desired Performance	Commencement of a three year longitudinal study
Indicator Responsibility	Road Safety Education and Awareness Focus Group Champion

Indicator Title	(8.1) Promote awareness of SANRAL's mandate and contribution through press releases
Short Definition	Promote awareness of SANRAL's mandate and contribution to society through press releases, advertorials, opinion editorials etc.
Purpose/Importance	To safeguard and improve SANRAL's reputation through appropriate stakeholder communication
Source/collection of data	Communications department statistics
Method of Calculation	Number of communication pieces
Data Limitations	No Specific Limitations
Type of Indicator	Output – Communications Performance Indicator.
Calculation Type	Average
Reporting Cycle	Quarterly
New Indicator	No
Desired Performance	At least twelve positive messages published in national or regional press (print, broadcast or online) every month on average
Indicator Responsibility	Corporate Communications Manager

Indicator Title	(8.2) Promote awareness of SANRAL's mandate and contribution through publications
Short Definition	Promote awareness of SANRAL's mandate and contribution to society through publications – SANRAL magazine 'By The Way'
Purpose/Importance	To safeguard and improve SANRAL's reputation through appropriate stakeholder communication
Source/collection of data	Communications department statistics
Method of Calculation	Number of magazines issues published
Data Limitations	No Specific Limitations
Type of Indicator	Output - Communications Performance Indicator.
Calculation Type	Cumulative in the year
Reporting Cycle	Semi-annual
New Indicator	No
Desired Performance	At least eight issues of the magazine published annually
Indicator Responsibility	Corporate Communications Manager

Indicator Title	(8.3) Promote awareness of SANRAL's mandate and contribution through stakeholder discussion
Short Definition	Promote awareness of SANRAL's mandate and contribution to society through stakeholder round table discussions
Purpose/Importance	To safeguard and improve SANRAL's reputation through appropriate stakeholder communication
Source/collection of data	Communications department statistics
Method of Calculation	Number of round table discussions held
Data Limitations	No Specific Limitations
Type of Indicator	Output - Communications Performance Indicator.
Calculation Type	Cumulative in the year
Reporting Cycle	Semi-annual
New Indicator	No
Desired Performance	At least twelve round table discussions held annually
Indicator Responsibility	Corporate Communications Manager

Indicator Title	9.1 Environmental applications undertaken internally
Short Definition	Coordinate and compile application internally instead of using independent Environmental Assessment Practitioners (EAPs).
Purpose/Importance	To develop and/or enhance in-house skills in undertaking environmental assessments while meeting legislative requirements for environmental authorisation for certain projects.
Source/collection of data	Reports (including specialist reports); external review
Method of Calculation	Simple number count of complete applications, submitted to the Department of Environmental Affairs.
Data Limitations	Dependent on construction project scope and data
Type of Indicator	Outcome – effective management of network, and development of specific skills area
Calculation Type	Non-cumulative
Reporting Cycle	Annual
New Indicator	No
Desired Performance	Undertake 2 environmental authorisation applications in-house, submit for external review and/or final decisions
Indicator Responsibility	Environmental Manager, SANRAL

ANNEXURE F: CHANGES TO STRATEGIC PLAN 2015/16 – 2019/20

I. The Strategic Objectives have been reworded as follows:

1. Manage the national road network effectively and efficiently
2. Provide safe roads
3. Carry out Government's targeted programmes
4. Co-operative working relationships with all spheres of Government and the SADC member countries
5. Maintain good governance practice
6. Maintain financial sustainability
7. Pursue research, innovation and best practice
8. Safeguard SANRAL's reputation
9. Pursue and maintain environmental sustainability and best practice

Strategic objective 9 was previously included in No. 1, but has been listed separately now. Similar the KPA relating to environmental management has been moved from No. 1 to No. 9

Some of the other strategic objectives have also been worded slightly differently from the version in the Strategic Plan. The previous version was:

1. Manage the national road network effectively.
2. Provide safe roads
3. Carry out Government's targeted programmes - Transformation
4. Build and maintain co-operative working relationships with all relevant Departments, Provinces, Local Authorities and SADC member countries.
5. Achieve and maintain good governance practice
6. Achieve financial sustainability
7. Pursue research, innovation and best practice
8. Safeguard SANRAL's reputation – stakeholder communication

II. The following targets were revised from the Strategic Plan to APP 2018/19:

KPI 1.1 – 1.4. Target changed from > to \geq to include the base percentage

KPI 1.5 Routine Maintenance kilometres have been increased from 21 403 km per year to 22213 due to network growth. (The letter to incorporate 127 km from the Eastern Cape Province was received from the Minister of Transport).

KPI 1.6 Network resurfaced length has been increased from 900 km to a target of 1200km for 2018/19 and 2019/20 to 1600 km and 1750 km for 2020/21 respectively, due to additional projects planned.

KPI 1.7 Road strengthened, improved and new (CAPEX) length has reduced from 500 km for 2018/19 to 400 km due to various factors outlined that include

delays in awarding of consultants tenders for design thereby causing a backlog in roll out of projects. For 2019/20 to 375km and 2020/21 to 425km.

KPI 1.8 Reworded to include the addition of R573 Moloto road under SIP 1.

KPI 2.2 Reworded and simplified for ease of understanding.

KPI 3.1 Reworded to percentage of RRM (Routine Road Maintenance) project expenditure performed by black owned SMMEs and contractors. Based on black ownership of the contractor:

60% in the Strategic Plan for the next 4 years. The APP target has been increased to 67.5%; then 70% and 72.5% over the next 3 years.

KPI 3.2 Reworded to percentage of non-RRM (Routine Road Maintenance) project expenditure performed by black owned SMMEs and contractors. Based on black ownership of the contractor:

35% in the Strategic Plan for the next 4 years. The APP target has been increased to 37.5%; then 40% and 42.5% over the next 3 years.

KPI 3.3 Job creation targets have been revised from 28 000 jobs (as per the Strategic Plan) to 17 000 for 2018/19. This is for a number of reasons that include budget cuts which will logically result in a reduction of targets for SANRAL. This along with the reprioritisation and focus on capacity improvements/new facilities means the implementation of projects with significantly higher cost per km for the same budgets results in a reduction of km of road delivered along with jobs. This is also due to reduction in Toll projects.

KPI 3.4 Number of SMMEs working for SANRAL. The target has been increased from 800 per year for the next 3 years to 1800, 2000 and 2200 for 2018/19, 2019/20 and 2020/21 respectively in the APP.

KPI 3.7 Number of scholarships: The target has been increased from 150 per year for the next 3 years to 220 per year for 2018/19 and 230 for 2019/20 and 2020/21.

KPI 3.8 Employment Equity (EE) Plan: SANRAL has developed the EE Plan 2018 – 2020 to cover the next three year rolling period.

KPI 4.5 Has been reworded to 4 National Technical Committee sittings for RIMS and submission of one annual report to COTO in the APP. Also applies to the annual target.

KPI 6.1 The PSII (Private Sector Infrastructure Investment Index) has dropped from 23% and 24% for the next two years to 20% and 14% respectively due to the policy uncertainty around the user-pay principle and the resultant slowdown in the implementation of toll projects.

KPI 6.2: The Expenditure Efficiency Index (EEI) Target has been increased from less than 7.5% to less than 10% in light of increases in overheads and administrative costs.

KPI 7.1 This could not be completed in the 2017/18 FY and completion now planned for 2018/19.

KPI 7.2 APP has targets for the outer years not reflected in the Strategic Plan in terms of formalised SARDS courses which could not take place due to technical difficulties as planned.

KPI 7.3 Commencement of a new three year study from 2018/19 scheduled for completion in 2020/21.

KPI 8.1 Increase in targets from six in 2018/19 to twelve as per the APP.

KPI 8.2 Increase in targets from two in 2018/19 to eight as per the APP.

KPI 8.3 Increase in targets from four in 2018/19 to twelve as per the APP.

