Cross Border Road Transport Agency

DRAFT
ANNUAL PERFORMANCE PLAN
2021/22

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Executive Authority Statement

The C-BRTA is government's means of carrying out the functions of regulating, facilitating, enforcing law and rendering advisory services in the cross-border transportation space. The Agency's 2021/22 APP is set to drive governments imperatives amid the challenges imposed by the Covid19 pandemic. Through this plan, the Agency will contribute to the desired competitiveness and increase access to the cross-border road transportation, a much-needed service in the Southern African continent given the ailing economy.

This plan entails among other focus areas, intentions to establish relevant facilities that will allow development of a system that will accelerate quality regulation. In view of attaining the desired state of free-flowing transport of goods and passengers along the corridors, the Agency's role of facilitating regional integration through a structured campaign that seeks to influence the African agenda for change, collaborating and forming relations with both primary and secondary stakeholders within the industry is also given priority. In order to fulfil its advisory role, the APP is inclusive of continued building of the information platform that is intended to benefit the cross-border transport industry in the region.

Let me to commend the Agency for the first ever cross border road safety strategy that is aligned with the National Road Safety Strategy. This APP covers the implementation of the road safety strategy which entails some of the new approaches that will be applied to arrest the scourge of fatalities on our roads. This will improve compliance with cross border road transport act, permit requirements, road transport and traffic legislations.

I wish the C-BRTA success in all activities that are meant to contribute towards the regional integration thereby reducing operational constraints at border posts, enhancing free-flow of transport and actively engaging with processes of turning Southern Africa into a regional economic force.

.....

Mr FA Mbalula, MP
Executive Authority
Cross Border Road Transport Agency

Accounting Authority Statement

The Cross-Border Road Transport Agency (the C-BRTA) was established by an act of Parliament to facilitate unimpeded cross-border movements of commercial vehicles with a view to enhancing regional trade flows and integration. The key tasks that anchor the mandate of the Agency include reducing operational constraints that are faced by cross-border road transport operators as they transverse the various corridors in the region, regulating competition to balance and supply in the cross-border passenger transport and liberalizing market access in the cross-border freight transport. The mandate also requires that the Agency ensures a fair, equal and even operating environment for cross-border road transport operators.

The current volumes of goods, services and passenger movements taking place through the land border posts position the Agency's mandate as key to the advancement of regional integration, regional economic growth and social development. The impact of COVID-19 pandemic on cross border movements and challenges experienced in various borders in the region calls for an urgent need to harmonize cross-border systems, standards and practices. This Annual Performance Plan is aligned to the mandate of the Agency as articulated in its enabling act, other regional instruments and other government priorities relevant to the cross-border environment. Through this plan, the Agency seeks to pursue solutions to the challenges facing the industry and places a greater focus on partnering with various cross-border stakeholders, both in the domestic and regional space.

I therefore endorse the Annual Performance Plan for the 2021/22 financial year as a vehicle to achieve the Agency's mandate and objectives set out in the five-year Strategic Plan which is aligned to the priorities of the sixth administration.

.....

Mr M. Ramathe

Accounting Authority

Cross Border Road Transport Agency

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of Cross-Border Road Transport Agency(C-BRTA) the under the guidance of Minister F.A Mbalula.
- Considers all the relevant policies, legislation and other mandates for which the C-BRTA is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the C-BRTA will endeavour to achieve over the 2021/22 period.

Signature: _____

Mr N Maepa

Chief Operations Officer and Acting Executive Manager: Research and Development

Signature: _____

Mr Pieter Meyer

Acting Executive Manager: Regulatory Services

Signature: _____

Mr S Dyodo

Executive Manager: Stakeholder Management

Signature: _____

Mr A Nemavhidi

Acting Executive Manager: Corporate Services

Signature: _____

Mrs T Shilowa

Chief Information Officer

Signature: _____

Ms R Hlabatau

Chief Financial Officer

Signature: _____

Mr L Mboyi

Acting Chief Executive Officer

Signature: _____

Mr M Ramathe

Accounting Authority

Approved by:

Signature: _____

Mr FA Mbalula, Minister

Executive Authority

PART A: OUR MANDATE

1. Constitutional Mandate

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

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

2. Legislative and Policy Mandates

2.1. Legislative Mandates

2.1.1. Cross-Border Road Transport Act

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

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

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

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

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

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

2.1.4. Tourism Act, 3, of 2014

The Tourism Act provides for the development and promotion of sustainable tourism for the benefit of the republic, its residents and its visitors.

The Agency has the mandate to conduct law enforcement regarding compliance to road traffic regulations in the tourism sector.

2.2. Policy Mandates

POLICY MANDATE	KEY ALIGNMENTS
SADC Protocol on Transport, Communications and Meteorology	• Develop harmonised road transport policy providing for equal treatment, non-discrimination and reciprocity. • Liberalise market access for road freight operators.
Bilateral Agreements between South Africa and Malawi, Mozambique, Zambia and Zimbabwe	• Promote and facilitate cross-border road freight and passenger. • Simplify existing administrative requirements: Harmonisation. • Ensure compliance to regulations.
1996 White Paper on Transport	• Identifies the broad goal of transport being to achieve smooth and efficient interaction that allows society and the economy to assume their preferred form and play a leadership role as a catalyst for development. • The Paper also sets out the transport vision of the Republic to provide safe, reliable, effective, efficient, and fully integrated

POLICY MANDATE	KEY ALIGNMENTS
	transport operations and infrastructure which will best meet the needs of freight and passenger customers among others.
SACU MoU	• Provides for facilitation and maintenance of effective road transport arrangements, and equitable shares in road transportation with a view to supporting trade in the Customs Union. • The C-BRTA in this regard works towards a common goal of improving cross border road transport operations with a view to improving the sector.
Trans Kalahari Corridor (TKC) MoU	• Provides for promotion of effective and integrated management of the TKC. • The TKC was established with a view to improve regional trade and economic development through efficient transport. • Improving the efficiency of transportation is brought about by reduction of constraints and bottlenecks whilst at the same time reducing externalities, improving market access and improving productivity.
International convention on the harmonisation of frontier controls of goods, of 1982	• Designed to enhance the harmonisation and facilitation of efficient road transport movements.
Convention on road traffic, of 1968	• Provides for facilitation of road traffic and increasing road safety through the adoption of uniform road traffic rules.

Table 1: Policy Mandates

3. Institutional policies and strategies over the 2020-2025 planning period

Taking a glance at various policies that have been developed in the past 25 years, they bear evidence to the fact that the development of trade and transport in Africa is a priority. South Africa seem to have finally found means of monitoring various government-wide initiatives that will ensure the realisation of the NDP 2030.

3.1. Influential policies and frameworks in the domestic space

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

3.2. New developments at the regional transport space

- **Tripartite Transport and Transit Facilitation Programme** - The overall strategic objective of this programme is to facilitate the development of a more competitive, integrated and liberalised regional road transport market in the Tripartite region. It aims to reduce the high cost of trade in the Tripartite and assisting national

governments to address trade barriers and reducing transit times and transaction costs along strategic corridors.

The programme has four key result areas namely; -

- Result 1: Implementation of Tripartite Vehicle Load Management Strategy;
- Result 2: Establishment of a Transport Register Information Platform System (TRIPS) through an ICT system which enable information sharing;
- Result 3: Implementation of harmonised vehicle regulations and standards, and
- Result 4: Improved efficiency of regional transport corridors.

- **Operator Compliance Accreditation System (OCAS) –** This is a regulatory System that will be useful for successful implementation of quality regulations, standards and minimum baseline requirements.
- **X-Border RTMS –** proposed self-regulation for cross-border road transport operations
- **Linking Africa Plan-** seeks to address transport and trade regulatory issues, harmonising cross-border trade and transport governance matters, creation of conditions of predictability for cross-border road transport operators and other stakeholders in the value chain.
- **CBRT- RF**: Cross-Border Road Transport Regulators Forum established to drive harmonisation and ensure constant engagements and coordination towards implementing LAP and other initiatives.
- **Inland border posts improvement:** Continued establishment of OSBPs in the region in addition to Chirundu i.e. Kazungula, Kasumbalesa, Lebombo, Mamuno.
- **Sea Ports Improvement**
  - Port of Durban – port expansion and maintenance work.
  - Walvis Bay – expansion and capacity improvement.
  - Port of Mombasa - expansion and capacity improvement.
  - Maputo Port - expansion and capacity improvement.
  - Network improvement and expansion programmes in various corridors linking the region e.g. TKC and Dar Es Salaam and NSC sections.
  - Smart Corridors Initiative that aims is to facilitate trade through simplification of transport administrative processes and accelerating information exchange to reduce transport time and cost across the African continent and more specifically for landlocked countries.

- **Authorised Economic Operator, Trusted, Preferred Trader Programme –** seeks to facilitate legitimate trade, reinforce safety and security, harmonize and standardize the application of customs controls and provide an electronic environment for trade facilitation. Involves accreditation and certification of stakeholders in the trade value chain.
    - SARS is leading implementation of Preferred Trader Programme – which is a component of the AEO.
    - DHA is leading implementation of Trusted Traveller Programme.
    - C-BRTA is part of the working group for implementation of AEO/ Preferred Trader.
    - AEO Missing Link: Transport leg to be covered by the implementation of OCAS.

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

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

4. Relevant Court Rulings

There were no court rulings that can possible affect the 2021-22 plans.

PART B: OUR STRATEGIC FOCUS

1. VISION, MISSION AND VALUES

Figure 1: Vision, Mission & Values

The values, abbreviated "**AIREES**" are the core priorities of the Agency's culture. The Agency will endeavour to attract and retain individuals who subscribe to the value below:

- **A**ccountability – we are transparent, answerable and responsible
- **I**ntegrity – we are professional, honest, fair and so not tolerate crime, fraud and corruption
- **R**eliability – we are dependable, trustworthy and value our customers
- **E**fficiency – we are innovative and passionate about performance
- **E**ffectiveness - we achieve our set goals and objectives with desired outcomes
- **S**ocial responsibility – we seek to contribute towards the greater good of our country and continent by supporting social development and economic growth.

2. SITUATIONAL ANALYSIS

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

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

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

2.1. EXTERNAL ENVIRONMENT ANALYSIS

2.1.1 The implications of COVID-19 Pandemic on cross-border operations

The Corona virus has had and continue to impose significant implications on private and public sectors. The disease led to the slowdown in world trade through disruption of global supply chains. It further brought the tourism industry to a halt as all border were closed at the beginning and later re-opened with some terms and conditions. It is regarded to be the worst

pandemic that was ever experienced by the world in the past 75 years within personal, social and economic contexts.

The pandemic found South Africa already in a state of economic recession as the global economy was in a struggle to regain a broad-based recovery. South Africa has a significant number of companies that depend on trade to thrive. These companies have built markets on the back of an integrated global trade network and as a result were grossly affected by the pandemic. There is a very high possibility that these companies will continue to run on the negative for as long as the effects of the virus are still actively imposed on various sectors of the economy.

The estimated regional and global economic contraction coupled with weak demand in commodities are expected to result in a deterioration of the SADC external position with current account deficit forecasted to widen to about 9 per cent of GDP in 2020 from an initial estimate of 4.2 per cent of GDP (COVID 19 SADC Economic report 2). Cross border transport and other service industries such as tourism and hospitality have suffered significant revenue losses due to reduction in travel. The largest borders in terms of customs revenue, recorded declines in duty receipts, volumes of import traffic declined, and export traffic volumes also declined, however introduction of various measures including processing of exports at inland ports and heightened awareness for importers/exporters to conduct pre-arrival clearance and registration and promoting the use of electronic payment processes allow freight operations to continue, while passenger transport remain restricted.

Policymakers across the world are faced with a difficult task of balancing the negative effects of lockdowns. In SADC the measures adopted to curtail the spread of the virus such as closure of land borders have led to a sharp contraction of the regional economy and an even larger decline in trade, with significant implications on the livelihoods of people. Cross-border trade has been largely hindered by high costs occasioned by lengthy clearance processes, complex procedures, high duties and other non-tariff barriers.
Owing to COVID-19's impact on the fiscus, with less tax collected and an increase in funding to boost the health sector, ailing businesses and aid diverted to the poor, a number of transport projects planned for the next five to ten years are under threat.

The new normal in terms of business operations resulting from changes in people's behaviour due to COVID-19 may see physical distancing and the fear of infection having a "significant impact" on mobility behaviour. The regulations imposed in relation to international travel restrictions and quarantine as countries try to halt the spread of COVID-19, migration flows will remain limited, and therefore hindering global economic growth and development. The

cross-border societies will need to deeply invest in new capabilities and capacities to rapidly adapt, anticipate change, manage risks and implement solutions to build a better normal.

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

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

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

2.1.3 PESTELE Analysis

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

a. Political Factors

The South African political environment is often clouded by corruption, mismanagement, political intolerance, popular protests, and violence, which renders the country not conducive for internal and external economic engagement. The current politicisation of public funds and donations aimed at COVID-19 relief, corruption, rising public debt, inefficient state-owned enterprises, and spending pressures are trends that could further undermine the social contract and investment mobilisation.

Political implications of Covid19 may steer government to focus on accelerating provision of basic needs in impoverished areas. The COVID-19 epidemic has exposed the limitations of

South Africa's democracy. Very little has been achieved to address the critical issue of racialized poverty in the country (Ntebeza L, UCT 2020). The South African government was harshly awakened to the polarised development and the reality how it has let most of its people down.

b. Economic Factors

According to the Covid19 SADC Economy Report (Volume 1, 2020), the pandemic found the global economy already in a struggle to regain a broad-based recovery due to the lingering impact of growing trade protectionism, trade disputes among major trading partners, falling commodity prices and economic uncertainties in Europe over the impact of the UK withdrawal from the European Union. Meanwhile the IMF report projected that the global economy is likely to contract sharply by a negative 3 percent in 2020, much worse than during the 2008–09 financial crisis. Whilst the global real Gross Domestic Product (GDP) grew by 2.9 percent in 2019, it is forecasted that COVID-19 will cause the global real GDP growth to decrease by 4.5 percent in 2020 (Statista Research Department, 2020).

There has been a significant economic impact across the region since most countries closed borders due to COVID 19. According to the Worldbank's Economic Outlook Report, businesses might find it hard to service debt, heightened risk aversion could lead to climbing borrowing costs, and bankruptcies and defaults could result in financial crises in many countries.

A study that was conducted by the United Nations has projected that South Africa's economy will recover slowly through 2024, with about 54% of households that have been pushed out of formal jobs at risk of falling into poverty. Southern African countries should strengthen trade facilitation to streamline and simplify regulatory and border procedures across the region by improving the efficiency of services and increasing access to trade finance.

It is estimated that South African economy is very likely to contract by 8% under pessimistic scenario with a prolonged economic and social reopening with the pandemic lasting for 30 months. Under the pessimistic scenario, more than 80,000 people would lose their jobs. Meanwhile, pre-pandemic projections that were a bit optimistic projected that the GDP would likely fall 5.1 percent in 2020.

c. Social Factors

South Africa is currently faced with several social challenges that include but not limited to the high influx of immigrants from other parts of Africa, gender-based violence, high

unemployment that is also exacerbated by poor service delivery, inadequate infrastructure and lack of effective systems in the public sector. The COVID-19 pandemic has aggravated the socio-economic impacts of various vulnerabilities based on demography, social stratifications and gender inequalities. According to the ILO monitor, the estimated rise in **global unemployment was between 5.3 million ("low" scenario) and 24.7 million ("high" scenario) from a base level of 188 million in 2019. The "mid" scenario suggests an increase** of 13 million (7.4 million in high-income countries). For comparison, the global financial crisis of 2008-9 increased unemployment by 22 million.

Government is therefore presented with a new challenge to not only target the poorest through social protection but also consider supporting those at the borderline of the poverty line, such as the vulnerable middle class, to reduce their likelihood of slipping into poverty.

The cross-border industry is already struggling to address challenges such as lack of transformation in the freight transport industry, characteristics of cross border informal traders, illegal operations which give rise to:

- the high burden on cross border informal traders (mainly women)
- the social safety nets omitting informal workers, migrant workers, refugees
- border towns poverty dynamics a result of loss of income and lives, food security

In the response and recovery plans the focus should be on the most vulnerable and marginalised (including the elderly, unemployed youth, women, ethnic minorities, indigenous groups) have access to transport, social protection; digitalize food supply chains and work; guarantee the delivery of basic services.

d. Technological Factors

The introduction of innovations and new approaches with less direct human contact depends heavily on the use of technology which still a developing area in the region and within the transport sector. New ICT tools and capabilities are continually being implemented and supported by a modern technology infrastructure. There is a growing trend for businesses to move their computing and IT services to the cloud as well as to implement 4IR technologies, but disparate expertise, skills and finances is preventing a coordinated move trend across Africa. An online world is reducing the previously normal physical human contact and is being replaced by virtual interactions where technology is now being adopted for meetings and collaboration efforts. At the workplace, an increase in employee remote working has resulted in the increased risk to security vulnerabilities and has opened new opportunities for cyber-

attacks to take place. Meanwhile, there have been several high-profile cyber-attacks and other online vulnerabilities derived from the growing opportunities of online cross border trading demand on IT security products and software as well.

The region could benefit from the development and implementation of innovation. However, development of this innovations requires collectively financing technological platforms to accelerate the research on and development in response to the pandemic in the region. The innovations could include but are not limited to:

- Regional electronic Corridor Trip Monitoring System (CTMS),
- Exchanging technological innovations in contact tracing (such as health Quick Response (QR)),
- Roll out of intelligent transport systems to optimise the operation of the transport system (such as electronic ticketing),
- Enhanced electronic trading platforms (such as virtual showroom solution).

e. Legal Factors

One of the current challenges is that at regional level there is no harmonisation of legislations, system, regulations and standards of cross border operations. The regional protocols and framework are often used as mere guideline not enforceable at national level. This has resulted in unfair competition.

South Africa has few fundamental protection and restrictions on foreign drivers and operators, which are however seen as unequal and unfair treatment in the cross-border road transport sector. Some of the restrictive measure introduced to slow down the spread of COVID 19 may remain regulations in the foreseeable future and their impact of cross border transport operations will be more significate due to fragmented regulatory regional environment.

f. Environmental Factors

The development of transport infrastructure and its increased use can adversely affect the environment and sustainability. Although South Africa is one of largest economy in Africa, rich in mineral resources and an attractive destination for tourism in the SADC region, it faces environmental challenges such as extreme weather conditions, (drought, spread of wildfires, flash floods), water pollution, energy crisis, land degradation (organic wastes, emissions and inorganic wastes), deforestation, solid waste pollution and air pollution. Environmental issues are not well integrated with spatial and developmental problems.

2.2 INTERNAL ENVIRONMENTAL ANALYSIS

2.2.1 C-BRTA's Capacity to deliver on the mandate

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

In terms of Human Resources and Capacity, the current staff component is one hundred and fifty-two (152), of which 20% are professional qualified staff, 36% skilled and 25% are semi-skilled. The Agency is committed to development of its staff and therefore determined to provide relevant training to the 4% of staff members that are not skilled. The Agency will continue to make efforts to meet the necessary requirements in relation to employment equity. Although the employment equity targets were not achieved as of December 2019, the Agency has a fair representation of women whereby 66% are skilled, 52% professionals, 44 % of senior managers and 40% of top management are women.

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

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

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

2.2.3 SWOT Analysis

Table 2: SWOT Analysis Matrix

STRENGTH	WEAKNESS
• New and modern IT facilities and infrastructure • Efficient permit issuing process • Legislative and internal policies and controls • National transport policies and strategies that support the Agency's programmes • The only cross border transport Regulator • Competent staff to implement mandate and programmes • Strong relations with key stakeholders and partners in the cross-border environment. • Thought-leadership on matters pertaining to cross-border industry	• Limited IT resources (warm bodies as well skills and expertise) • Cross border permit is not a requirement at the border / Inability to completely eliminate illegal operations • Centralisation of permit applications • Limited brand visibility • Inability of current systems to produce real time information • Poor organisational culture/ Transitioning organisational culture • Lack of jurisdiction to compel other SADC Member States to comply to agreements
OPPORTUNITIES	**THREATS**
• Fourth Industrial Revolution to improve efficiencies in business operations • Implementation of the Tripartite Transport Transit Facilitation Programme (TTTFP) and the African Continental Free Trade Area (AfCFTA) agreement • Enhanced brand visibility • Rebranding and marketing of C-BRTA domestically as an Economic Regulator • Strategic Partnership with SARS and BMA - (making the permit a requirement at the border) • Strategically position the C-BRTA to implement NPTR mandate • Introduction of new revenue streams • Integrated systems • Cloud computing	• Unsustainable financial resources • Act is not amended to accommodate changes that are taking place in cross border space • Illegal cross border operations • Political instability in the SADC Region • Port Infrastructure development in other countries leading to cargo moving from South African ports to those countries • The establishment of BMA and its cut-crossing mandate • The possibility of a second wave of Covid19 hitting the country • Decrease in revenue due to decreased permit sales (because of possible lockdown) • Identity threats and hacking

3. C-BRTA STAKEHOLDER PRIORITISATION

The implementation of most interventions requires coordination and collaboration between national and regional stakeholders. Limited cooperation among stakeholders will make it more difficult to implement certain initiatives and limit their impact. Successful implementation of some of C-BRTA initiatives requires political support and some need partnership with other public or private institutions. Ultimate success in eliminating the infrastructure gap therefore

depends on the ability of relevant role-players to attend to both hard and soft infrastructure constraints simultaneously.

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

Table 3: Stakeholder Mapping

Category	List of Stakeholders
High-Power, High Influence	Department of Transport Border Management Agency Freight Operators Road Traffic Management Cooperation
High-Power -Low Influence	Coordinating Committee State Service Agency Border Control Operations South African Revenue Services Department of Home Affairs Department of Agriculture, Forestry and Fisheries Department of Health Department of Public Works Department of Tourism South African National Road Agency Ltd Road Traffic Infringement Agency SADC counterparts SADC Secretariat SACU Secretariat
Low-Power, Low Interest	Customs Authorities Insurance companies Consignors Consignees Shipping Forwarding Agents Transnet Freight Rail
Low Power, High Interest	Tourism Operators Passenger Operators Immigration Authorities Municipality traffic and transport Authorities National Ports Authorities Toll commissioners Road Accident Fund Truck Stop Operators Trans Kalahari Corridor Secretariat Cross Border Road Transport Regulatory Forum

Part C: Measuring Our Performance

1. The CBRTA's Theory of Change and Institutional Programme Performance Information

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

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

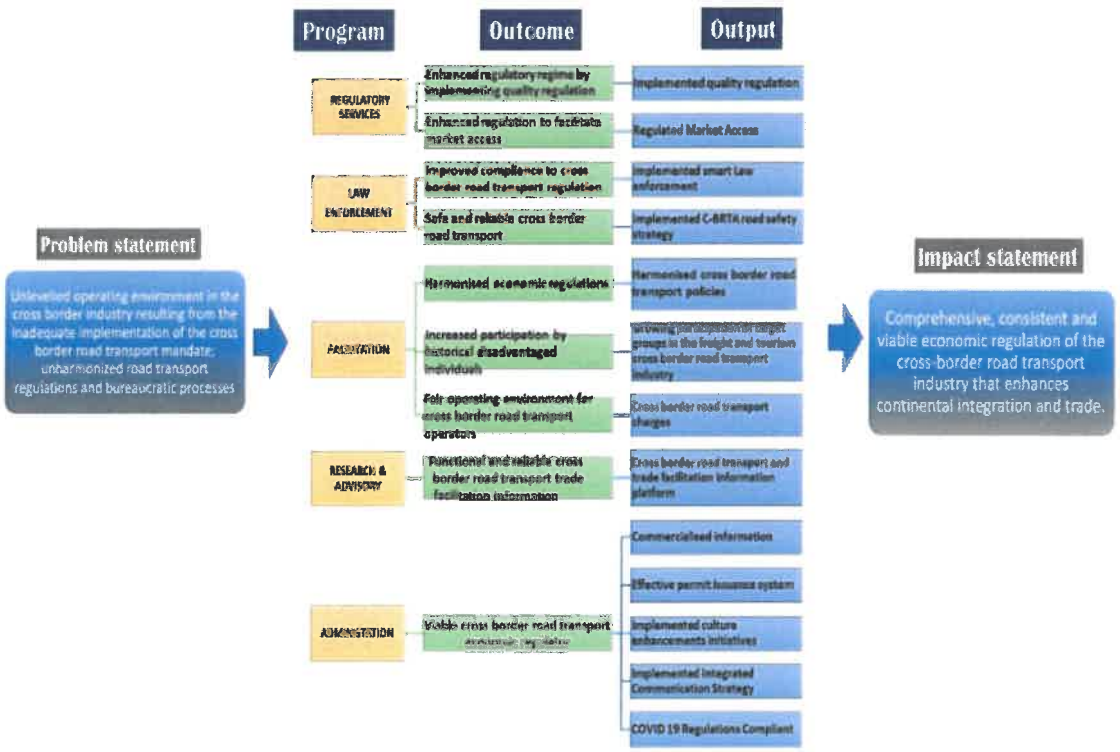

Figure 2: C-BRTA's Theory of Change

2. Logical Framework

Narrative summary	Indicators	Annual Target	Means of Verification	Assumptions	Risks Factors
Outputs					
OCAS IT system	Developed and implemented Operator Compliance Accreditation System (OCAS)	Developed OCAS IT System	1. EXCO approved Reports on: - Updated OCAS technical design, - Progress on the development of OCAS IT system 2. OCAS IT system design	• Availability of sufficient budget	Third party reliance might jeopardise the implementation of OCAS
Implemented smart Law enforcement vehicle	Efficient smart law enforcement	Implemented smart law enforcement tools	1. Reports on: - Deployments of Smart Law enforcement vehicle at border posts. 2. Impact assessment report on use of smart law enforcement vehicle at borders	• Business case approved • Budget availability	Inadequate law enforcement data.
Implemented C-BRTA road safety strategy	Developed and implemented C-BRTA road safety strategy	Implemented C-BRTA road safety strategy	Approved report on	Budget availability	Unavailability of key stakeholders

Narrative summary	Indicators	Annual Target	Means of Verification	Assumptions	Risks Factors
			(1) Launched Cross Boarder Road Safety Awareness Programme (2) Domestic Joint Law Enforcement Operations conducted (3) Cross Border Road Transport Driver Fatigue Programme initiated (4) Report on seminar for assessment of road safety programmes (5) EXCO Resolutions		
Harmonised cross border road transport policies	Percentage implementation of harmonised cross border road transport policies	Implemented 30% of the SADC Protocol and other agreements on cross border related matters	EXCO approved - Four (4) Progress report on implementation showing clearly percentage targeted for the quarter - EXCO Resolutions	• Adoption of the CBRT-RF Annual Work Plan • Buy in from other interested stakeholders	Inadequate implementation of stakeholder agreements with other regulatory authorities
Growing participation of target groups in the	Percentage increase in the number of participating	0.5% increase in the number of	1. Executive approved updated baseline	• MoU with stakeholders	Lack of co-operation from the industry to align with the

Narrative summary	Indicators	Annual Target	Means of Verification	Assumptions	Risks Factors
freight and tourism cross border road transport industry	target groups in the freight and tourism cross border road transport industry	participating women, youth and people with disabilities in the freight and tourism cross border road transport industry	report on participating PDIs in the cross-border freight and tourism industry 2. EXCO approved or noted: - baseline report on participating PDIs in the cross-border freight and tourism industry - Report on increased percentage in participation of PDIs in the Freight Industry - Close Out report on increased percentage in participation of PDIs in the Freight Industry 3. EXCO resolutions	involved in SMMEs are concluded • Currently identified initiatives in the approved Reviewed Industry Development Strategy are implemented	Agency's transformation and industry development objectives
Cross border road transport charges implementation strategy	Developed and implemented cross border road transport charges model	Developed cross border charges implementation strategy	1. EXCO Approved/noted: - Cross border charges collection infrastructure	• Support from Department of Transport on finalisation of regulations and submission to	Unavailability of key stakeholders for adoption

Narrative summary	Indicators	Annual Target	Means of Verification	Assumptions	Risks Factors
			systems assessment report - Draft cross border charges implementation strategy - Approved cross border charges implementation strategy 2. EXCO and Board Resolution	office of the Minister. • Regulations will be promulgated in time for implementation in the financial year.	
Functional Cross border road transport and trade facilitation information platform	Developed and implemented cross border road transport and trade facilitation information platform	Updated cross border road transport and trade information platform	1. EXCO Approved/noted: - Report on tested and piloted information platform - Sign-off report on developed information platform - System generated report with a track of uploaded reports	• The information platform will be fully functional and able to perform desired functions. • Information required to complete research reports will be available. • COVID 19 Pandemic will not significantly affect	• Lack of real- time data • Dependency on secondary information

Narrative summary	Indicators	Annual Target	Means of Verification	Assumptions	Risks Factors
			2. Documents /research reports uploaded on the platform (2021/22 research outcomes (ASCBOR, Country Profile, CBFC, CPI and Trade volumes reports) 3. EXCO resolutions	stakeholders' availability.	
Prioritised Training Curriculum	Implemented strategy on commercialised information	Developed and submitted prioritised cross border training curriculum for accreditation	1. EXCO approved/noted; - - Qualification scoping report - Progress reports on development of curriculum - Approved C-BRTA curriculum, 2. Proof of Submission (application for accreditation) 3. Report on training conducted, Attendance registers of training conducted 3. EXCO resolutions	• Successful appointment of the service provider • Interest in the cross-border training curriculum from the transport officials in the region • Approval of the cross-border training qualification by relevant authorities	Delays in appointment of content developer

Narrative summary	Indicators	Annual Target	Means of Verification	Assumptions	Risks Factors
Efficient permit issuance system	Implemented cross border management system	Integrated the new iCBMS with external or third-party systems	1. System functionality meets the specified acceptance criteria as per approved System Specification or Product Description 2. Signed-off System Acceptance Document / Report 3. EXCO approved/noted; - - Progress report on development of iCBMS Phase 1 - Report on launch of the new iCBMS - Two (2) signed-off System Acceptance Document /Report 4. EXCO Resolutions	• Buy-in and approval from external system owners e.g. SARS	Lack of buy in from key stakeholder
Implemented culture change initiatives	Implemented culture enhancements initiatives	Implemented prioritised culture enhancement initiatives as per 2021/22 Implementation Plan	1. EXCO approved/noted: - Progress report on programs implemented	• There is a continuous appetite to maintain a positive culture through integration of	Lack of buy-in from staff

Narrative summary	Indicators	Annual Target	Means of Verification	Assumptions	Risks Factors
			- Report on Change management workshop conducted - Progress Report on values campaigns conducted - Report on talent management program conducted, 2. Attendance registers of events that took place 3. EXCO Resolutions	behaviour and technical competencies.	
Implemented Communication Strategy	Developed and implemented Integrated Communication Strategy	Implemented Integrated Communication Strategy	1. EXCO approved/noted: - Report on Media Awareness Initiatives conducted - Developed and posted media awareness material	- Budget resources availability - Plan approved - Agency successfully implemented flagship projects	Communication plan linked to the strategy not adequately implemented

Narrative summary	Indicators	Annual Target	Means of Verification	Assumptions	Risks Factors
			- Video on permit application and proof of posting - Report on events conducted, - Attendance registers of events conducted - Report on Campaign conducted, - Campaign materials and posted campaigns on media. 2. EXCO resolutions		
COVID 19 Regulations Compliant	Implemented COVID 19 response plan initiatives	Implemented Covid-19 response plan	1. Four (4) EXCO approved: - Quarterly progress reports on status of the Agency's compliance with regulations and implementation of approved response plan,	• The impact of the COVID 19 pandemic will not last beyond the 2021/22 financial year • There is budget to implement the initiatives	Lack of compliance by internal and external stakeholders

Narrative summary	Indicators	Annual Target	Means of Verification	Assumptions	Risks Factors
			2. EXCO Resolutions	• Employees and operators take all the precautions necessary to prevent the spread.	

5. Programme Outputs, Output Indicators and Annual Targets

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

Table 4: Outputs, Output Indicators & Annual Targets for all Programmes

PROGRAMME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET
REGULATORY SERVICES	OCAS IT System	Developed and implemented Operator Compliance Accreditation System (OCAS)	Developed OCAS IT System
	Regulated Market Access	Implemented market access regulation tool	No target for 2021/22
LAW ENFORCEMENT	Implemented smart Law enforcement vehicle	Efficient smart law enforcement	Implemented smart law enforcement tools
	Implemented C-BRTA road safety strategy	Developed and implemented C-BRTA road safety strategy	Implemented C-BRTA road safety strategy
FACILITATION	Harmonised cross border road transport policies	Percentage implementation of harmonised cross border road transport policies	Implemented 30% of the SADC Protocol and other agreements on cross border related matters
	Growing participation of target groups in the freight and tourism cross border road transport industry	Number of participating target groups in the freight and tourism cross border road transport industry	0.5% increase in the number of participating women, youth and people with disabilities in the freight and tourism cross border road transport industry
	Cross border road transport charges implementation strategy	Developed and implemented cross border road transport charges model	Developed cross border charges implementation strategy
RESEARCH & ADVISORY	Functional Cross border road transport and trade facilitation information platform	Developed and implemented cross border road transport and trade facilitation information platform	Updated cross border road transport and trade information platform

PROGRAMME	OUTPUT	OUTPUT INDICATOR	ANNUAL TARGET
ADMINISTRTION	Prioritised training curriculum	Implemented strategy on commercialised information	Developed and submitted prioritised cross border training curriculum for accreditation
	Effective permit issuance system	Implemented cross border management system	Integrated the new iCBMS with external or third-party systems
	Implemented culture enhancements initiatives	Implemented culture enhancements initiatives	Implemented prioritised culture enhancement initiatives as per 2021/22 Implementation Plan
	Implemented Integrated Communication Strategy	Developed and implemented Integrated Communication Strategy	Implemented Integrated Communication Strategy
	COVID 19 Regulations Compliant	Implemented COVID 19 response plan initiatives	Implemented of Covid-19 response plan
	Adequacy of responses to Parliamentary questions	Percentage responses to Parliamentary questions within stipulated timelines	100% responses to Parliamentary questions
	Resolution of reported incidents of corruption	Percentage resolution of reported incidents of corruption	95% resolution of reported incidents of corruption
	Functionality of ethics structures and adequate capacity	Ethics committees established and operationalised	Monitored operations of ethics committees
	Implementation of action plan to address audit findings	Percentage implementation of action plans to address audit findings	100% implementation of action plans to address audit findings
	Maintenance of unqualified audit outcomes	Regulatory Audit Outcome by the Auditor-General of South Africa (AGSA)	Unqualified Audit Report with no significant findings
	Compliance to 30-day payment requirement	Percentage compliance to 30-day payment requirement	100% of valid invoices paid within 30 days

3. PROGRAMME PERFORMANCE INFORMATION

3.1. PROGRAMME 1: REGULATORY SERVICES

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

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

3.1.1. Outcomes, Outputs, Performance Indicators and MTEF Targets

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

Table 5: Outcomes, Outputs, Performance Indicators & MTEF Targets

No.	Outcomes	Outputs	Output Indicators	Audited /Actual Performance			Annual Targets Estimated Performance		MTEF Period	
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
1.1	Enhanced regulatory regime by implementing	OCAS IT System	Developed and implemented Operator Compliance Accreditation System (OCAS)	Board approved draft legislative proposal	EXCO approved OCAS implementation Manuals	Developed OCAS Registration Platform	Refined OCAS registration module	Developed OCAS IT System	Piloted OCAS certification & accreditation modules	Piloted profiling & risk modules

No.	Outcomes	Outputs	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	quality regulation[1]									

3.1.2. Output Indicators, Annual and Quarterly Targets

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

Table 6: Output Indicators: Annual and Quarterly Targets

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1.1	Developed and implemented Operator Compliance Accreditation System	Developed OCAS IT System	Updated OCAS Technical Design	OCAS IT system requirements analysis	Development of the OCAS IT System	Developed OCAS IT System

3.1.3. Explanation of planned performance over the Medium-Term Period and rationale for output

- **OCAS IT System:** The Agency will develop the complete OCAS IT system comprising of all modules necessary for the implementation of this system. This system is a step closer to enabling implementation of quality regulation in alignment with the implementation of quality regulation across the region, which will be the ultimate output towards achieving the desired outcome of an enhanced regulatory regime. This will improve regulatory efficiency, compliance and efficiency of cross-border road transport operations.

[1] Quality Regulation means the application of minimum standards that focuses of the operational conduct of the operator with respect to vehicle and driver fitness.

3.1.4. Programme Resource Consideration

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

Consequently, expenditure on Regulatory Services is expected to increase by 22% in 2021 /22 due to investment in the development of the system at a cost of R12 million as well as operational expenditure and thereafter reduce by 31% as the system is operationalised. The expenditure is expected to increase by 4.8% in 2023/24 due to annual inflationary increase.

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

Table 7: Programme 1: Resource Consideration

Outputs	Expenditure			Current Budget	Medium-Term Expenditure Estimates		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
OCAS IT System	16 086	18 331	20 272	28 897	23 289	24 313	25 480

TECHNICAL INDICATOR DESCRIPTORS

Indicator 1.1

Indicator Title	Developed and implemented Operator Compliance Accreditation System	
Definition	This indicator means the development of all modules of OCAS on an electronic or web-based platform	
Source of data	• OCAS Concept document • OCAS Business Case • OCAS SEIA • OCAS Implementation Manual • Project Plan • Technical Design Document	
Method of calculation/ Assessment	Qualitative • Assessment of a functional OCAS IT system	
Means of verification	• EXCO approved/noted; - - Report on updated OCAS technical design, - Report on OCAS IT system design - Progress report on the development of OCAS IT system - Close out report • EXCO Resolutions	
Assumptions	• Availability of sufficient budget availability	
Disaggregation of Beneficiaries (where applicable)	Not Applicable	
Spatial Transformation	Not Applicable	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Targets** **Quarter 1:** Updated OCAS Technical Design **Quarter 2:** OCAS IT system requirements analysis **Quarter 3:** Development of the OCAS IT System **Quarter 4:** Developed OCAS IT System	**Admissible Evidence** **Q1:** EXCO approved report on updated OCAS technical design **Q2:** EXCO approved system requirements analysis report on **Q3:** EXCO approved progress report on the development of OCAS IT system **Q4:** Exco approved project close out report
Indicator Responsibility	**Executive Manager: Research and Development**	

Table 8: TID for Indicator 1.1.

3.2. PROGRAMME 2: LAW ENFORCEMENT

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

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

3.2.1. Outcomes, Outputs, Performance Indicators and Targets per Programme:

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

Table 9: Outcomes, Outputs, Performance Indicators and MTEF Targets

No.	Outcomes	Outputs	Output Indicators	Audited /Actual Performance			Annual Targets Estimated Performance		MTEF Period	
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
2.1	Improved compliance to cross border road transport regulation	Implemented smart Law enforcement vehicle	Efficient[2] smart[3] law enforcement	-	-	-	Piloted smart law enforcement vehicle	Implemented smart law enforcement tools	Efficient law enforcement operations	Assessment on the efficiency of law enforcement operations/tools
2.2	Safe and reliable cross border road transport	Implemented C-BRTA road safety strategy	Developed and implemented C-BRTA road safety strategy	-	-	-	Approved C-BRTA road safety strategy	Implemented C-BRTA Road Safety Strategy	Implemented C-BRTA road safety strategy	Assessment the impact of the C-BRTA road safety strategy

[2] Efficient means the smart law enforcement tools implemented achieve maximum productivity/yield with the limited capacity at the Agency's disposal.
[3] Smart law enforcement includes intelligent law enforcement and use of technology to conduct law enforcement

3.2.2. Indicators, Annual and Quarterly Targets

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

Table 10: Output Indicators: Annual & Quarterly Targets

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
2.1	Efficient smart law enforcement	Implemented smart law enforcement tools	Deployed smart law enforcement vehicle at three border posts	Deployed smart law enforcement vehicle at five border posts	Deployed of smart law enforcement vehicle at seven border posts	Conducted Impact assessment of use of smart law enforcement vehicle at borders
2.2.	Developed and implemented C-BRTA road safety strategy	Implemented C-BRTA road safety strategy	Launched Cross Border Road Safety Awareness Programme	Conducted two (2) domestic Joint Law Enforcement Operations	Launched Cross-border road transport driver fatigue management programme	Conducted Regional Seminar for Assessment of Road Safety Programmes

3.2.3. Explanation of planned performance over the Medium-Term Period and rationale for output

- **Implemented smart law enforcement vehicle:** The Agency desires to enhance its efficiency in law enforcement through application of smart techniques. This is a shift from manual and paper-based environment to a digital high technology approach that if accurately applied will imply high accuracy and quick turn-around times. The real time information that will be used from smart law technology will be integrated from the different law enforcement systems with a view of enhancing efficiencies in the cross-border law enforcement. The efficiency of the smart law will be measured by comparing the results before and after the implementation of the smart vehicle.

- **Implemented C-BRTA road safety strategy:** The Agency will prioritise launching a Cross Boarder Road Safety Awareness Programme and the cross-border road transport driver fatigue management programme, conducting joint Law Enforcement Operations and a Regional Seminar for Assessment of Road Safety Programmes targeting cross-border road transport. It is expected that these initiatives will contribute to the fight against road carnage on the South African roads thereby promoting safe and reliable cross border transport.

3.2.4. Programme Resource Consideration

Law Enforcement entails inspections and enforcing compliance with cross border road transport laws and regulations. The function was outsourced to Road Transport Management Corporations (RTMC) which entity perform Road Transport Inspectorate on behalf of the C-BRTA on a principal agency relationship basis. The C-BRTA pays RTMC management fee based on the amount of penalties collected by the inspectorate. Expenditure in law enforcement is expected to decrease by 5% in 2021/22 due reduced inspectorate activities occasioned by COVID-19 and closure of borders. Thereafter the expenditure is expected to increase annually by inflation.

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

Table 11: Programme 2 Resource Consideration

Output	Expenditure			Current Budget	Medium-Term Expenditure Estimates		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Implemented smart Law enforcement vehicle Implemented C-BRTA road safety strategy	23 592	37 178	43 780	37 616	35 735	37 308	39 099

TECHNICAL INDICATOR DESCRIPTOR

Indicator 2.1:

Indicator Title	**Efficient smart law enforcement**	
Definition	This indicator means that C-BRTA will assess the results of the implemented smart law enforcement techniques with a view to improve law enforcement operations.	
Source of data	• Approved Business Case on smart law enforcement tools. • Smart law enforcement pilot report	
Method of calculation/ Assessment	Qualitative • Assessment of quarterly results before the use of the tool and after the implementation of the tool (vehicle)	
Means of verification	• EXCO approved/noted; - - Three (3) reports on deployments of Smart Law enforcement vehicle at border posts - Report on the use of smart law enforcement vehicle at borders	
Assumptions	• Business case approved • Budget availability	
Disaggregation of Beneficiaries *(where applicable)*	Not Applicable	
Spatial Transformation *(where applicable)*	Not Applicable	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Target** **Quarter 1:** Deployed smart law enforcement vehicle at three border posts **Quarter 2:** Deployed smart law enforcement vehicle at five border posts **Quarter 3:** Deployed smart law enforcement vehicle at seven border posts **Quarter 4:** Conducted Impact assessment of use of smart law enforcement vehicle at borders	**Admissible Evidence** **Q1 – Q3** EXCO noted reports on deployments of Smart Law enforcement vehicle at border posts **Q4:** Exco approved Impact assessment report on use of smart law enforcement vehicle at borders
Indicator Responsibility	**Executive Manager: Research and Development**	

Table 12: TID for Indicator 2.1.

Indicator 2.2

Indicator Title	**Developed and implemented C-BRTA road safety strategy**	
Definition	This indicator means that the Agency will implement the developed C-BRTA Road Safety Strategy that informs and guides its Road Safety Management System.	
Source of data	• C-BRTA Road Safety Strategy • C-BRTA Road Safety Implementation Plan	
Method of calculation/ Assessment	Qualitative – assessment of successful implementation of planned initiatives in the Road Safety Strategy	
Means of verification	• EXCO approved/noted; - - Report on Launched Cross Boarder Road Safety Awareness Programme - Report on domestic Joint Law Enforcement Operations conducted - Report on Cross Border Road Transport Driver Fatigue Programme initiated - Report on seminar for assessment of road safety programmes • EXCO Resolutions	
Assumptions	Budget availability	
Disaggregation of Beneficiaries (where applicable)	Not Applicable	
Spatial Transformation (where applicable)	Not Applicable	
Calculation Type	Non-cumulative	
Reporting Cycle	Quarterly	
Desired Performance:	**Target** **Quarter 1:** Launched Cross Border Road Safety Awareness Programme **Quarter 2:** Conducted two (2) Domestic Joint Law Enforcement Operations **Quarter 3:** Launched Cross-border road transport driver fatigue management programme **Quarter 4:** Conducted a Regional Seminar for Assessment of Road Safety Programmes	**Admissible Evidence** **Q1** EXCO noted Report on Launched Cross Boarder Road Safety Awareness Programme **Q2** EXCO noted Report on domestic Joint Law Enforcement Operations conducted **Q3** EXCO noted Report on Cross Border Road Transport Driver Fatigue Programme initiated **Q4:** EXCO noted Report on seminar for assessment of road safety programmes
Indicator Responsibility	**Executive Manager: Research and Development**	

Table 13:TID for Indicator 2.2.

3.3. PROGRAMME 3: FACILITATION

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

The programme is comprised of four sub-programmes, namely: -

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

3.3.1. Outcomes, Outputs, Performance Indicators and MTEF Targets

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

Table 14: Outcomes, Outputs, Performance Indicators and MTEF Targets

No.	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2017/18	2018/19	2019/2020	2020/21	2021/22	2022/23	2023/24
3.1	Harmonised[4] economic regulations	Harmonised cross border road transport policies	Percentage implementation of harmonised cross road transport policies	Workshopped SADC protocol and regional agreement	EXCO approved assessment report on the level of compliance with the SADC Protocol and regional agreements	Monitor implementation of the SADC protocol and regional agreements.	Implemented 20% of the SADC Protocol and other agreements on cross border related matters	Implemented 30% of the SADC Protocol and other agreements on cross border related matters	Implemented 40% of the SADC Protocol and other agreements on cross border related matters	Implemented 50% of the SADC Protocol and other agreements on cross border related matters
3.2	Increased participation by historical disadvantaged individuals	Growing participation by target groups in the freight and tourism cross border road	Percentage increase in the number of participating target groups in the freight and tourism cross border road	-	-	-	Established baseline of participating target groups in the freight and tourism cross border road	0,5% increase in the number of participating women, youth and people with disabilities in the freight cross border	1,5% increase in the number of participating women, youth and people with disabilities in the freight cross border	1.5% increase in the number of participating women, youth and people with disabilities in the freight cross border

[4] Harmonised means reduction of diversity of economic regulations that exists amongst the member states.

No.	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2017/18	2018/19	2019/2020	2020/21	2021/22	2022/23	2023/24
		transport industry	transport industry				transport industry	road transport industry	road transport industry	road transport industry
3.3	Fair[5] operating environment for cross border road transport operators	Cross border charges Implementation Strategy	Developed and implemented cross border road transport charges model	-	-	-	Developed cross border road transport charges pricing model	Developed Cross-Border Charges Implementation Strategy	Implemented cross border charges	Implemented cross border charges

3.3.2. Output Indicators, Annual and Quarterly Targets

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

Table 15: Outputs Indicator; Annual & Quarterly Targets

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
3.1	Percentage implementation of harmonised cross road transport policies	Implemented 30% of the SADC Protocol and other agreements on cross border related matters	Implemented 5% of the approved C-BRTA linked activities of the SADC Protocol and other agreements	Implemented 15% of the approved C-BRTA linked activities of the SADC Protocol and other agreements	Implemented 20% of the approved C-BRTA linked activities of the SADC Protocol and other agreements	Implemented 30% of the approved C-BRTA linked activities of the SADC Protocol and other agreements

[5] Fair means that there is a balance in terms of operating conditions for all cross-border road transport operators.

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
3.2	Percentage increase in the number of participating target groups in the freight and tourism cross border road transport industry	0.5% increase in the number of participating women, youth and people with disabilities in the freight cross border road transport industry	Updated baseline of participating target groups in freight and tourism cross border road transport industry	Refined baseline of participating target groups in freight and tourism cross border road transport industry	0.25% increase in the number of participating women, youth and people with disabilities in the freight cross border road transport industry	0,25% increase in the number of participating women, youth and people with disabilities in the freight cross border road transport industry
3.3	Developed and implemented cross border road transport charges model	Developed Cross-Border Charges Implementation Strategy	Assessment of Cross-border charges collection infrastructure	Drafted cross-border charges Implementation Strategy	Drafted final cross-border charges implementation strategy	Approved Cross Border Charges Implementation strategy

3.3.3. Explanation of planned performance over the medium-term period and rationale for output

- **Harmonised cross border road transport policies:** The region has put various programmes in place for accelerating regional integration. At the centre of successful implementation of this programme is harmonisation of policies. This output is set to keep the Agency focused with respect to complying to regional regulations and thereby achieve its outcome of harmonising economic regulations. This output is achieved through the implementation of an EXCO approved plan that will contribute towards harmonised cross border road transport policies in the region.
- **Growing participation by target groups in the freight cross border road transport industry:** By increasing the number of participating target groups in the cross-border industry with a special emphasis on freight will assist the Agency in its attempt to bridge the gap identified in the cross-border road transport industry through the industry development initiatives. These initiatives are intended to eventually attract the intended beneficiaries and thereby increasing the participation by historically disadvantaged individuals.

- **Cross border charges Implementation Strategy**: The Agency is working towards implementation of cross-border charges for foreign vehicles in South Africa thereby a step closer to creating a fair and level operating environment for all cross-border operators.

3.3.4. Programme Resource Consideration

Facilitation Programme collaborates and form relations with both primary and secondary stakeholders within the industry with a view of attaining the desired state of free-flowing transport of goods and passengers along the corridors. It further facilitates regional integration through a structured campaign that seeks to influence the African agenda for change. This is done through stakeholder forums, bilateral and other international forums. Expenditure on stakeholder relations is expected to decrease slightly from the 2019/20 budget due to the impact of COVID-19 which limited the international travels and engagements. Thereafter the expenditure is expected to increase by annual inflation of 4.4% and 4.8% in 2022/23 and 2023/24 respectively.

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

Table 16: Programme 3 Resource Consideration

Output	Expenditure			Current Budget	Medium-Term Expenditure Estimates		
	2017/18 R'000	2018/19 R'000	2019/20 R'000	2020/21 R'000	2021/22 R'000	2022/23 R'000	2023/24 R'000
Harmonised cross border road transport policies Growing participation of target groups in the freight and tourism cross border road transport industry Cross border road transport charges implementation strategy	**12 744**	**13 424**	**14 461**	**19 998**	**19 942**	**20 820**	**21 819**

Indicator 3.1

Indicator Title	**Percentage implementation of harmonised cross border road transport policies**	
Definition	This indicator implies that the Agency seeks to increase the level of compliance with respect to harmonised policies in the region. Harmonisation seeks to bring together various policies of different countries in the region in such a way that they can be made compatible and comparable, and thus useful for decision making	
Source of data	• Chapters 5&6 of the SADC Protocol on Transport, Communication & Meteorology • Bilateral road transport agreements and MOU with DRC • C-BRTA EXCO approved implementation Plan	
Method of calculation/ Assessment	Quantitative • Percentage achieved on implemented C-BRTA linked activities of the SADC Protocol and other agreements Percentage calculated as follows: • Number of activities achieved during the quarter divided by the total number of activities planned for the quarter multiplied by 100	
Means of verification	• EXCO approved four (4) Progress report on implementation showing clearly percentage targeted for the quarter • EXCO Resolutions	
Assumptions)	• Adoption of the CBRT-RF Annual Work Plan • Buy in from other interested stakeholders	
Disaggregation of Beneficiaries	Not Applicable	
Spatial Transformation	Not Applicable	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Target** **Quarter 1:** Implemented 5% of the approved C-BRTA linked activities of the SADC Protocol and other agreements **Quarter 2:** Implemented 15% of the approved C-BRTA linked activities of the SADC Protocol and other agreements **Quarter 3:** Implemented 20% of the approved C-BRTA linked activities of the SADC Protocol and other agreements **Quarter 4:** Implemented 30% of the approved C-BRTA linked activities of the SADC Protocol and other agreements	**Admissible Evidence** **Q1 – Q4:** EXCO Approved Progress report on implementation of SADC Protocol and other agreements on cross border related matters
Indicator Responsibility	**Executive Manager: Stakeholder Management**	

Table 17:TID for Indicator 3.1.

Indicator 3.2

Indicator Title	**Percentage increase in the number of participating target groups in the freight and tourism cross border road transport industry**	
Definition	This indicator is intended to increase the number of women, youth and people with disabilities in the cross-border road transport industry. Target groups means historically or previously disadvantaged individuals (PDIs). Participating individuals includes both operators that are already in the cross-border industry expanding into freight operations and those that are new to the cross-border industry.	
Source of data	• Progress Reports from industry development initiatives • Research documents • CBRTS data	
Method of calculation/ Assessment	Quantitative • Percentage achieved on initiatives aimed at attracting women, youth and people with disabilities in the freight cross border road transport industry Percentage calculated as follows: • Movement from baseline at end of 2020/21 in the number of women, youth and people with disabilities participating in the freight cross border road transport industry calculated from 01 April 2021 • Increase of 0.5% during 2021/22)	
Means of verification	• Executive approved updated baseline report on participating PDIs in the cross-border freight and tourism industry • EXCO approved/noted; - - baseline report on participating PDIs in the cross-border freight and tourism industry - Report on increased percentage in participation of PDIs in the Freight Industry - Close Out report on increased percentage in participation of PDIs in the Freight Industry • EXCO resolutions	
Assumptions	• MoU with stakeholders involved in SMMEs are concluded • Currently identified initiatives in the approved Reviewed Industry Development Strategy are implemented	
Disaggregation of Beneficiaries (where applicable)	0.25% Women 0.15% Youth 0.1% People with disabilities *NB: this calculation will not be based on the gender and age of persons*	
Spatial Transformation	Not Applicable	
Calculation Type	Cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Target** **Quarter 1-** Updated baseline of participating target groups in freight and tourism cross border road transport industry	**Admissible Evidence** **Q1:** Executive approved updated baseline report on participating PDIs in the cross-border freight and tourism industry **Q2-** EXCO approved baseline report on participating PDIs in the

Indicator Title	Percentage increase in the number of participating target groups in the freight and tourism cross border road transport industry	
	Quarter 2: Refined baseline of participating target groups in freight and tourism cross border road transport industry **Quarter 3:** 0.25% increase in the number of participating women, youth and people with disabilities in the freight cross border road transport industry **Quarter 4:** 0,25% increase in the number of participating women, youth and people with disabilities in the freight cross border road transport industry	cross-border freight and tourism industry **Q3:** EXCO noted Report on report on increased percentage in participation of PDIs in the Freight Industry **Q4:** EXCO approved Close Out report on increased percentage in participation of PDIs in the Freight Industry
Indicator Responsibility	**Executive Manager: Stakeholder Management**	

Table 18: TID for Indicator 3.2.

Indicator 3.3

Indicator Title	**Developed and implemented cross border road transport charges model**	
Definition	This indicator means that the Agency will develop a model with charges that will be implemented for foreign vehicles transiting or terminating trips in the country.	
Source of data	• Business case on cross-border charges • Consultation report on cross-border charges • Cross-border charges pricing model report • Regulations on cross-border charges.	
Method of calculation/ Assessment	Qualitative • Successful development of a Board approved Cross border charges strategy	
Means of verification	• EXCO Approved/noted; - - Cross border charges collection infrastructure systems assessment report - Draft cross border charges implementation strategy - Approved cross border charges implementation strategy • EXCO and Board Resolution	
Assumptions *(what needs to happen before the indicator is achieved*, e.g. Policy approvals, appointment of certain positions)	• Support from Department of Transport on finalisation of regulations and submission to office of the Minister. • Regulations will be promulgated in time for implementation in the financial year. • Collection infrastructure funding availability.	
Disaggregation of Beneficiaries (where applicable)	Not Applicable	
Spatial Transformation (where applicable)	Not Applicable	
Calculation Type	Non-cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Target** **Quarter 1:** Assessment of Cross-border charges collection infrastructure **Quarter 2:** Drafted cross-border charges Implementation Strategy **Quarter 3:** Drafted final cross-border charges implementation strategy **Quarter 4:** Approved Cross Border Charges Implementation strategy	**Admissible Evidence** **Q1:** EXCO approved cross border charges infrastructure assessment report **Q2:** EXCO noted draft cross border charges implementation strategy **Q3:** Exco approved final cross-border charges implementation strategy **Q4:** Board approved cross-border charges Implementation Strategy
Indicator Responsibility	**Executive Manager: Stakeholder Management**	

Table 19: TID for Indicator 3.3.

3.4. PROGRAMME 4: RESEARCH AND ADVISORY

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

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

3.4.1. Outcomes, Outputs, Performance Indicators and MTEF Targets

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

Table 20: Outcomes, Outputs, Performance Indicators and MTEF Targets

No.	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
4.1	Functional and reliable cross border road transport trade facilitation information	Functional Cross border road transport and trade facilitation information platform	Developed and implemented cross border road transport trade facilitation platform	ASCBOR Country Profiles	ASCBOR Country Profiles	ASCBOR Country Profiles Cross border calculator	Established information platform	Updated cross-border road transport and trade facilitation information platform	Updated information platform	Updated information platform

3.4.2. Output Indicators, Annual and Quarterly Targets

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

Table 21: Output Indicator: Annual & Quarterly target for programme

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
4.1	Developed and implemented cross border road transport and trade facilitation information platform	Updated cross-border road transport and trade facilitation information platform	Developed Information platform	Tested and piloted information platform	Implemented Information Platform	Updated cross-border road transport and trade facilitation information platform

3.4.3. Explanation of planned performance over the medium-term period and rationale for output

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

3.4.4. Programme Resource Consideration

Research and Advisory Programme provides strategic and operational support within the Agency through project management, research, business performance, monitoring and evaluation, strategic and stakeholder relations, customer services. The Agency uses mostly internal experts and researchers to undertake research activities and implement research programmes such as information platform. Thus, expenditure on research and development is expected to decrease by 17.3% in 2021/22 due to impact of COVID-19 on research work. Thereafter expenditure is expected to increase by annual inflation.

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

Table 22: Programme 4 Resource Consideration

Output	Expenditure			Current Budget	Medium-Term Expenditure Estimates		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Functional Cross border road transport and trade facilitation information platform	24 628	28 396	27 339	37 367	32 820	34 264	35 909

TECHNICAL INDICATOR DESCRIPTOR

Indicator 4.1

Indicator Title	**Developed and implemented cross border road transport and trade facilitation information platform**	
Definition	The cross-border road transport and trade facilitation information platform is a web-based electronic platform where trade and transport facilitation information are uploaded for use by stakeholders in the cross-border trade and transport environment. Information to be uploaded will be research documents generated by the Agency.	
Source of data	Research reports completed: ASCBOR, Country Profiles, Cross-Border Flow Calculator, Trade Volumes report.	
Method of calculation/ Assessment	Qualitative • Assessment of a functional information platform	
Means of verification	• EXCO Approved/noted; - - Report on tested and piloted information platform - Sign-off report on developed information platform • System generated report with a track of uploaded reports, • Documents/research reports uploaded on the platform (2021/22 research outcomes (ASCBOR, Country Profile, CBFC, CPI and Trade volumes reports) • EXCO resolutions	
Assumptions	• The information platform will be fully functional and able to perform desired functions. • Information required to complete research reports will be available. • COVID 19 Pandemic will not significantly affect stakeholders' availability.	
Disaggregation of Beneficiaries	Not Applicable	
Spatial Transformation	Not Applicable	
Calculation Type	Non-cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Target** **Quarter 1:** Developed information platform **Quarter 2**: Tested and piloted information platform **Quarter 3:** Implemented Information Platform **Quarter 4:** Updated cross-border road transport and trade facilitation information platform	**Admissible Evidence** **Q1:** EXCO noted report on developed information platform **Q2:** EXCO approved report on tested and piloted information platform **Q3:** Information Platform system generated report on use of platform, Information disseminated to stakeholders **Q4:** Information platform generated report on uploaded research reports
Indicator Responsibility	**Executive Manager: Research and Development**	

Table 23: TID for Indicator 4.1.

3.5. PROGRAMME 5: ADMINISTRATION

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

- **Corporate Services** provides professional advice and corporate service support including human resources, legal services as well as facilities management.
- **Information and Communications Technology (ICT)** which provides information and communication technology support to the Agency while ensuring compliance with statutory requirements and best practice models.

3.5.1. Outcomes, Outputs, Performance Indicators and MTEF Targets

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

Table 24:Outcomes, Output, Performance Indicators and MTEF Targets

	Outcome	Outputs	Output Indicators	Audited /Actual Performance			Annual Targets Estimated Performance	MTEF Period		
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
5.1	Viable[6] cross border road transport economic regulator	Prioritised training curruculum	Implemented strategy on commercialised information	Consulted business case on levying of cross-border charges on foreign vehicles with various stakeholders	Business case was developed and approved by the Executive Committee.	Roll-out project plan for 'Sale of Information' revenue stream.	Approved Curriculum	Developed and submitted prioritised cross-border training curriculum for accreditation	Commercialised training of identified regional Law Enforcement candidates	Commercialised training of identified regional Law Enforcement candidates
5.2		Effective permit issuance system	Implemented cross border management system	Approved iCBMS specifications and Terms of reference	Implemented prioritised interventions as per approved EA Roadmap	Approved Enterprise Architecture, Roadmap & Business Case	Operational iCBMS (Online and front office permits issued via new iCBMS) and integrated platform implemented	Integrated the new iCBMS with external or third-party systems	Implemented Digital and Mobile Permit Platform	Enhanced and optimised iCBMS
5.3		Implemented culture	Implemented culture	Of the planned culture change interventions,	-	-	Implemented prioritised culture	Implemented prioritised culture	Implemented prioritised culture	Implemented prioritised culture

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

No.	Outcome	Outputs	Output Indicators	Audited /Actual Performance			Annual Targets Estimated Performance	MTEF Period		
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
		change initiatives	enhancements initiatives	the Agency focused on training initiative			initiatives in the revised enhancement Implementation Plan	enhancement initiatives as per 2021/22 Implementation Plan	initiatives in the revised enhancement Implementation Plan	initiatives in the revised enhancement Implementation Plan
5.4		Implemented Integrated Communication Strategy	Developed and implemented Integrated Communication Strategy	-	-	-	Implemented approved Integrated Communication Strategy	Implemented Integrated Communication Strategy	Implemented Integrated Communication Strategy	Implemented Integrated Communication Strategy
5.5		COVID 19 Regulations Compliant	Implemented COVID 19 response plan initiatives		-	-	Monitored implementation of COVID 19 response plan	Implemented COVID 19 response plan	Implemented COVID 19 response plan	Implemented COVID 19 response plan
5.6	Improved governance and strengthened control environment	Adequacy of responses to Parliamentary questions	Percentage responses to Parliamentary questions within stipulated timelines	-	-	-	-	100% responses to Parliamentary questions	100% responses to Parliamentary questions	100% responses to Parliamentary questions
		Resolution of reported incidents of corruption	Percentage resolution of reported	-	-	-	-	95% resolution of reported incidents of corruption	95% resolution of reported incidents of corruption	95% resolution of reported incidents of corruption

No.	Outcome	Outputs	Output Indicators	Audited /Actual Performance			Annual Targets Estimated Performance	MTEF Period		
				2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
			incidents of corruption							
5.8		Functionality of ethics structures and adequate capacity	Ethics committees established and operationalised	-	-	-	-	Ethics Committees operationalised	Ethics Committees operationalised	Ethics Committees operationalised
5.9		Implementation of action plan to address audit findings	Percentage implementation of action plans to address audit findings	Annual Progress Report on the implementation of action plan to address audit findings	Annual Progress Report on the implementation of action plan to address audit findings	Annual Progress Report on the implementation of action plan to address audit findings	-	100% implementation of action plans to address audit findings	100% implementation of action plans to address audit findings	100% implementation of action plans to address audit findings
5.10		Maintenance of unqualified audit outcomes	Regulatory Audit Outcome by the Auditor-General of South Africa (AGSA)	Unqualified Audit Report with findings	Unqualified Audit Report with findings	Unqualified Audit Report with findings	-	Unqualified Audit Report with no significant findings	Unqualified Audit Report with no significant findings	Unqualified Audit Report with no significant findings
5.11		Compliance to 30-day payment requirement	Percentage compliance to 30-day payment requirement	-	-	-	-	100% compliance	100% compliance	100% compliance

3.5.2. Output Indicators, Annual and Quarterly Targets

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

Table 25: Output Indicator: Annual & Quarterly Targets

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
5.1	Implemented strategy on commercialised information	Developed and submitted prioritised cross border training curriculum for accreditation	Identified content(scope) for cross border qualification curriculum	Development of prioritised curriculum	Submitted prioritised curriculum for accreditation	Conducted internal training using developed learning material
5.2	Implemented cross border management system	Integrated the new iCBMS with external or third-party systems	Development of iCBMS Phase 1	'Launched'(Go-live) the new iCBMS	One system integrated with iCBMS	One system integrated with iCBMS
5.3	Implemented culture enhancements Initiatives	Implemented prioritised culture enhancement initiatives as per 2021/22 Implementation Plan	Initiated mentorship, coaching and leadership programs	Conducted change management workshops that support organisational redesign project	Rolled out organisational value campaign	Rolled out talent management program to support succession planning
5.4	Developed and implemented Integrated Communication Strategy	Implemented initiatives in the integrated communication strategy	Conducted media awareness on the Agency inclusive of its flagship projects	Created and posted an informative video on permit application process	Hosted two (2) stakeholder seminar/roundtables/webinars	Conducted media campaign on iCBMS
5.5	Implemented COVID 19 response plan initiatives	Implemented COVID 19 response plan	Implemented COVID 19 response plan	Implemented COVID 19 response plan	Implemented COVID 19 response plan	Implemented COVID 19 response plan

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
5.6	Percentage responses to Parliament questions within stipulated timelines	100% responses to Parliament questions	100% response to Parliamentary questions received -	100% response to Parliamentary questions received	100% response to Parliamentary questions received -	100% response to Parliamentary questions received
5.7	Percentage resolution of reported incidents of corruption	95% resolution of reported incidents of corruption	95% of reported incidents resolved	95% of reported incidents resolved	95% of reported incidents resolved	95% of reported incidents resolved
5.8	Established and operationalised ethics committees	Monitored operations of ethics committees	-	Monitored operations of ethics committees	-	Monitored operations of ethics committees
5.9	Percentage implementation of action plans to address audit findings	100% implementation of action plans to address audit findings	100% implementation of action plans to address audit findings	100% implementation of action plans to address audit findings	100% implementation of action plans to address audit findings	100% implementation of action plans to address audit findings
5.10	Regulatory Audit Outcome by the Auditor-General of South Africa (AGSA)	Unqualified Audit Report with no significant findings	-	Unqualified Audit Report with no significant findings	-	-
5.11	Percentage compliance to 30-day payment requirement	100% of valid invoices paid within 30 days	100% of valid invoices paid within 30 days	100% of valid invoices paid within 30 days	100% of valid invoices paid within 30 days	100% of valid invoices paid within 30 days

3.5.3. Explanation of planned performance over the medium-term period and rationale for output

- **Prioritise Training Curriculum**: The Agency is developing an accredited cross border qualification as a value offering to the cross-border industry in the region. In order to offer this service, the Agency will be developing and submitting prioritised cross border curriculum to relevant authorities for accreditation. The target for the year is the development of cross border training qualification and related

curriculum for submission to relevant authorities for accreditation. Identified internal officials will be trained on the material as part of piloting the academy.

- **Effective permit issuance system:** The Agency is currently developing and implementing a new integrated cross-border management system (iCBMS) to replace the current legacy system. This includes the implementation of an integration platform to ensure the seamless integration of the new system with external or third-party systems. The integration platform will help automate the current manual and cumbersome processes to improve customer satisfaction, reduce permit turn-around times and improve operational efficiencies.
- **Implemented culture change initiatives:** Organisational culture is at the heart of competitive advantage, particularly when it comes to high performance. In response to the outcome of the culture survey conducted during 2012 and 2015, the Agency has been in a journey of improving its culture through targeting key dimensions that were rated very low during the survey. For 2021/22FY, the Agency has prioritised key initiatives which are aimed at addressing the following dimensions: leadership, talent management and organisational values as they are deemed as key drivers of building a high-performance culture. A high-performance culture will contribute significantly towards the attainment of the organisational vision and mission. The long-term vision is for the C-BRTA to become one of the recognised "employer of choice" within the transport related organisations.
- **Implemented Integrated Communication Strategy:** The implementation of the Integrated Communications Strategy, through marketing and communications efforts targeted at stakeholders through media awareness, outreach campaigns, stakeholder engagements and informative videos. These awareness efforts will result in an enhanced awareness of the Agency's brand image and impact in the industry. Furthermore, this will instil an in-depth understanding of the Agency's mandate, which aims to facilitate the free flow of goods and passengers across South African borders, and in so doing inspire operators who are operating without a cross border permit to voluntarily comply. The planned performance of implementing the Integrated Communications Strategy, will lead to an increased sense of awareness and appreciation of the value add of the Agency to stakeholders in the cross-border road transport arena.
- **COVID-19 Regulations Compliant:** The Agency is adequately responding to the surge of the COVID-19 pandemic that is negatively affecting the normal operations and the wellbeing of both the employees and operators at large. Ensuring compliance with the applicable

regulations will not be the only focus, but the focus is that the lives of personnel and business operations are saved during this time. The C-BRTA cannot be a viable cross border road transport economic regulator without its human capital and its operators.

3.5.4. Programme Resource Consideration

Administration Programme exists to ensure effective leadership and administrative support to the C-BRTA on the delivery of set outcomes. It includes maintenance of physical resources as well as information technology resources. The Agency employs administrative staff to undertake these administrative functions. In addition, where necessary, certain specialized activities may be sourced externally. Thus, expenditure on the administration programme is expected to increase by 9.7% in 2021/22 due to the envisaged implementation of the iCBMS system to improve efficiency in service delivery, and thereafter increase by inflation.

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

Table 26: Programme 5 Resource Consideration

Output	Expenditure			Current Budget	Medium-Term Expenditure Estimates		
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Prioritised Training Curriculum Effective permit issuance system Implemented culture change initiatives Implemented Integrated Communication Strategy COVID-19 Regulations Compliant Adequacy of responses to Parliament questions Resolution of reported incidents of corruption Functionality of ethics structures and adequate capacity Implementation of action plan to address audit findings Reduction of qualified audits Compliance to 30-day payment requirement	112 690	126 719	125 668	135 382	150 708	157 339	164 891

TECHNICAL INDICATOR DESCRIPTORS

Indicator 5.1

Indicator Title	**Implemented strategy on commercialised information**	
Definition	This means that the Agency will implement its strategy on the selling of information to meet the gap identified in the lack of skills required to implement the cross-border legislation and related regulations. Commercialised information refers to information that will be packaged as training curriculum that will close the gap that has been identified.	
Source of data	• Business Case for sale of information, • Financial Sustainability Strategy Project plan, • Concept paper in training academy.	
Method of calculation/ Assessment	Qualitative Assessment of design, content, learning materials and aligned to the qualification. Assessment of selection/identification of target group for training.	
Means of verification	▪ EXCO approved/noted; - - Qualification scoping report - Progress reports on development of curriculum - Approved C-BRTA curriculum, - Proof of Submission (application for accreditation) - Report on training conducted, - Attendance registers of training conducted ▪ EXCO resolutions	
Assumptions	• Successful appointment of the service provider • Interest in the cross-border training curriculum from the transport officials in the region • Approval of the cross-border training qualification by relevant authorities	
Disaggregation of Beneficiaries (where applicable)	Not Applicable	
Spatial Transformation	Not Applicable	
Calculation Type	Non-cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Target** **Quarter 1:** Identified content(scope) for cross border qualification curriculum **Quarter 2:** Development of prioritised curriculum **Quarter 3:** Submitted prioritised curriculum for accreditation **Quarter 4:** Conducted internal training using developed learning material	**Admissible Evidence** **Q1:** EXCO approved qualification scoping report **Q2:** EXCO approved progress report on development of curriculum **Q3:** EXCO approved curriculum (learning material), proof of submission to relevant authorities **Q4:** EXCO noted Training report
Indicator Responsibility	**Chief Operations Officer**	

Table 27:TID for Indicator 5.1.

Indicator 5.2.

Indicator Title	**Implemented the integrated Cross Border Management System (iCBMS)**	
Definition	The integrated Cross Border Management System (iCBMS) is the new digital permit management platform that will replace the current legacy permit management system. The new system includes building and implementing an integration platform for the seamless sourcing and verification of permit and related information. The identified systems include SARS, CIPC, Queue Management System and/or Payment Gateway	
Source of data	iCBMS System Specification or Product Description	
Method of calculation/ Assessment	Qualitative – Assessment will be achieved by conducting user acceptance testing of the integration against the approved System Specification or Product Description	
Means of verification	• System functionality meets the specified acceptance criteria as per approved System Specification or Product Description • Signed-off System Acceptance Document / Report • EXCO approved/noted; - - Progress report on development of iCBMS Phase 1 - Report on launch of the new iCBMS - Two (2) signed-off System Acceptance Document / Reports • EXCO Resolutions	
Assumptions	Buy-in and approval from external system owners e.g. SARS	
Disaggregation of Beneficiaries (where applicable)	Not Applicable	
Spatial Transformation (where applicable)	Not Applicable	
Calculation Type	Non-cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Target** **Quarter 1:** Development of Phase 1 of iCBMS **Quarter 2:** 'Launched'(Go-live) with the new iCBMS **Quarter 3:** One system integrated with iCBMS **Quarter 4:** One system integrated with iCBMS	**Admissible Evidence** **Quarter 1:** EXCO noted progress report on development of iCBMS Phase 1 **Quarter 2:** EXCO noted report on launch of the new iCBMS **Quarter 3:** Signed-off System Acceptance Document / Report **Quarter 4:** Signed-off System Acceptance Document / Report
Indicator Responsibility	**Chief Information Officer**	

Table 28:TID for Indicator 5.2.

Indicator 5.3

Indicator Title	**Implemented culture enhancements initiatives**	
Definition	This means that initiatives recommended following the culture revision exercise will be implemented. Organizational culture refers to underlying beliefs, assumptions, values and ways of interacting that will contribute to the conducive performance environment of an organization.	
Source of data	• Approved Culture Enhancement Plan • 2012 and 2015 Culture Survey Reports	
Method of calculation/ Assessment	**Qualitative** • Assessment of progress made in implementing the culture enhancement plan; and • Assessment of levels of success in achieving the objective of the culture enhancement plan	
Means of verification	• EXCO approved/noted; - - Progress report on programs implemented, - Report on Change management workshop conducted, - Progress Report on values campaigns conducted, - Report on talent management program conducted, - Attendance registers of events that took place • EXCO Resolutions	
Assumptions	• There is a continuous appetite to maintain a positive culture through integration of behaviour and technical competencies.	
Disaggregation of Beneficiaries (where applicable)	Not Applicable	
Spatial Transformation (where applicable)	Not Applicable	
Calculation Type	Non-Cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Target** **Quarter 1:** Implemented coaching and mentoring and leadership programs **Quarter 2:** Conducted change management workshops that support organisational redesign project **Quarter 3:** Rolled-out organisational value campaign **Quarter 4:** Rolled-out talent management program that support succession planning	**Admissible Evidence** **Q1:** EXCO noted progress report on programs implemented, attendance register **Q2:** EXCO noted report on Change management workshop conducted, attendance register **Q3:** EXCO noted Progress Report on values campaigns rolled out and publications **Q4:** EXCO approved report on talent management program conducted
Indicator Responsibility	**Executive Manager: Corporate Services**	

Table 29: TID for Indicator 5.3.

Indicator 5.4

Indicator Title	Developed and implemented Integrated Communication Strategy	
Definition	This indicator means that after developing the strategy in 2020/21, the Agency will implement the Integrated Communication Strategy. *Explanation of terms* **Brand** - The promotion of the Agency's logo, to inform, persuade and enrich the knowledge of stakeholders about the Agency, including its value-add to the cross-border road transport industry through marketing and communications activities. **Visibility** - Creating a clear picture of the Agency's mandate, initiatives and objectives through the development of visibility tools such as flyers, brochures, pamphlets and ad hoc materials	
Source of data	- Integrated Communication Strategy - 2021/22 Implementation Plan	
Method of calculation/ Assessment	Qualitative - An assessment of progress on the implementation of 2021/22 communication strategy plan	

Means of verification	- EXCO approved/noted: -
	  - Report on Media Awareness Initiative conducted
	  - Developed and posted media awareness material
	  - Video on permit application and proof of posting
	  - Report on events conducted,
	  - Attendance registers of events conducted
	  - Report on Campaign conducted,
	  - Campaign materials and posted campaigns on media.
	- EXCO resolutions	

Assumptions	- Budget availability - Agency successfully implemented flagship projects - Resources availability	
Disaggregation of Beneficiaries	Not Applicable	
Spatial Transformation	Not Applicable	
Calculation Type	Non-Cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Quarterly Targets** **Quarter 1:** Conducted media awareness on the Agency inclusive of its flagship project/s **Quarter 2:** Created and posted an informative animated video on permit application process **Quarter 3:** Hosted two (2) stakeholder seminar / roundtables /webinars **Quarter 4:** Conducted media campaign on iCBMS	**Admissible Evidence** **Q1:** EXCO noted report Media Awareness Initiative conducted, Developed and posted media awareness material **Q2:** EXCO approved video on permit application and proof of posting **Q3:** EXCO noted report on events held, attendance registers of events **Q4:** EXCO noted report on Campaign conducted, campaign materials and posted campaigns on media
Indicator Responsibility	**Executive Manager: Corporate Services**	

Table 30: TID for Indicator 5.4.

Indicator 5.5.

Indicator Title	Implemented COVID 19 response plan initiatives	
Definition	This indicator intends to measure the implementation of the COVID 19 response plan initiatives that are aimed at trying to prevent the spread of the virus and in turn save lives of our employees and our operators.	
Source of data	- Risk based guidelines adopted by the Agency in responding to the pandemic - C-BRTA Covid19 Response Plan	
Method of calculation/ Assessment	Qualitative – Assessment of initiatives implemented as compliance to Covid19 regulations.	
Means of verification	• Four (4) EXCO approved Quarterly progress reports on status of the Agency's compliance with regulations and implementation of approved response plan, • EXCO Resolutions	
Assumptions	• The impact of the COVID 19 pandemic will not last beyond the 2021/22 financial year • There is budget to implement the initiatives • Employees and operators take all the precautions necessary to prevent the spread.	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	N/A	
Calculation Type	Non-Cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Targets** **Quarter 1:** Implemented Covid19 Response Plan **Quarter 2:** Implemented Covid19 Response Plan **Quarter 3:** Implemented Covid19 Response Plan **Quarter 4:** Implemented Covid19 Response Plan	**Admissible Evidence** **Q1- Q3:** EXCO approved progress reports on implementation of Covid19 Response Plan **Q4:** Close out report on implemented Covid 19 response plan
Indicator Responsibility	**Executive Manager: Corporate Services**	

Table 31:TID for Indicator 5.5.

Indicator 5.6

Indicator Title	**Percentage responses to Parliament questions within stipulated timelines**	
Definition	This indicator intends to measure the response rate in which the Agency responds to parliamentary questions	
Source of data	- Parliamentary questions sent by the DoT to the Agency	
Method of calculation/ Assessment	**Quantitative:** The time elapsed between receipt of questions from the DoT and the time the responses are sent back	
Means of verification	• The responses sent to DoT on the questions	
Assumptions	• The questions are received timeously to allow adequate time for response	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	N/A	
Calculation Type	Non-Cumulative	
Reporting Cycle	Bi Annually	
Desired Performance	**Targets** **Quarter 1 – 4:** 100% response to Parliamentary questions received	**Admissible Evidence** **Q2-3:** EXCO noted report on the status of responses to Parliamentary questions **Q4:** EXCO noted annual reports on the status of responses to Parliamentary questions
Indicator Responsibility	**Programme Manager: Office of the CEO**	

Table 32:TID for Indicator 5.6

Indicator 5.7

Indicator Title	Percentage resolution of reported incidents of corruption	
Definition	This indicator intends to measure the resolution of reported incidents of corruption	
Source of data	- The number of reported incidents	
Method of calculation/ Assessment	**Quantitative:** Total number of incidents reported minus the number of incidents resolved divided by the Total number of incidents reported multiply by 100	
Means of verification	• Exco noted quarterly reports on the reported incidents of corruption	
Assumptions	• There is sufficient human and financial resource to undertake investigation	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	N/A	
Calculation Type	Cumulative	
Reporting Cycle	Bi annual	
Desired Performance	<u>Targets</u> **Annual Target:** 95% resolution of reported incidents of corruption **Quarter 1 – 4:** 95% of reported incidents resolved	<u>Admissible Evidence</u> Q2-3: EXCO noted report of resolved reported incidents of corruption Q4: Annual Report on steps taken to ensure resolution of reported incidents of corruption
Indicator Responsibility	**Chief Operations Officer**	

Table 33:TID for Indicator 5.7

Indicator 5.8

Indicator Title	**Established and operationalised ethics committees**	
Definition	This indicator intends to monitor the work done by the established ethics committee within the Agency	
Source of data	- Ethics Committee terms of reference - Annual Work Plan	
Method of calculation/ Assessment	**Qualitative** – Assessment of initiatives successfully implemented by the ethics committee	
Means of verification	• Exco approved progress report on the work of the ethics committee	
Assumptions	• Effectiveness of the established ethics committee	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	N/A	
Calculation Type	Non-Cumulative	
Reporting Cycle	Bi Annual	
Desired Performance	**Targets** **Annual:** Monitored operations of ethics committees **Quarter 1:** No Target **Quarter 2:** Monitored operations of ethics committees **Quarter 3:** No Target **Quarter 4:** Monitored operations of ethics committees	**Admissible Evidence** **Q2:** EXCO approved Bi-Annual Report on the status and operations of ethics committees. **Q4:** EXCO approved Annual Report on the status and operations of ethics committees in the Department.
Indicator Responsibility	**Chief Operations Officer**	

Table 34: TID for Indicator 5.8

Indicator 5.9

Indicator Title	**Percentage implementation of action plans to address audit findings**	
Definition	This indicator intends to measure the implementation of all recommendations from audit findings	
Source of data	- Quarterly Internal Audit reports - External Audit Management Letter of prior year financial year	
Method of calculation/ Assessment	Quantitative – Total number of recommendations made on audit findings minus number of recommendations implemented divided by the total number of recommendations made on audit findings multiply by 100	
Means of verification	• Exco approved progress reports on the implementation of audit recommendations	
Assumptions	• Sufficient human and financial resources to implement recommendations	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	N/A	
Calculation Type	Non-Cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Targets** **Annual:** 100% implementation of action plans to address audit findings **Quarter 1:** 100% implementation of action plans to address audit findings **Quarter 2:** 100% implementation of action plans to address audit findings **Quarter 3:** 100% implementation of action plans to address audit findings **Quarter 4:** 100% implementation of action plans to address audit findings	**Admissible Evidence** **Q1- Q3:** EXCO approved progress reports on implementation of the audit recommendations action plan **Q4:** Annual Report on the implementation of action plan to address audit findings raised by the AGSA for the 2019/20 financial year
Indicator Responsibility	**Chief Financial Officer**	

Table 35: TID for Indicator 5.9

Indicator 5.10

Indicator Title	**Regulatory Audit Outcome by the Auditor-General of South Africa (AGSA)**	
Definition	This indicator intends to assess the audit outcome for the 2020/21 financial year	
Source of data	- Audit Report	
Method of calculation/ Assessment	**Qualitative** – Assessment of Auditor Generals audit outcomes	
Means of verification	• Audit Report	
Assumptions	• The management letter audit findings outcomes are resolved	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	N/A	
Calculation Type	Non-Cumulative	
Reporting Cycle	Annually	
Desired Performance	**Targets** **Quarter 1:** No target **Quarter 2:** Unqualified audit outcomes with no significant findings **Quarter 3 - Quarter 4:** No target	**Admissible Evidence** **Q 2:** Audit Report from the Auditor General
Indicator Responsibility	**Chief Financial Officer**	

Table 36:TID for Indicator 5.10

Indicator 5.11

Indicator Title	Percentage compliance to 30-day payment requirement	
Definition	This indicator intends to measure the efficiency of payment to suppliers within the prescribed timelines	
Source of data	- Supplier age analysis report	
Method of calculation/ Assessment	Quantitative – 100% of valid invoices paid within 30 days	
Means of verification	• Quarterly Management Accounts	
Assumptions	• That all invoices received are valid	
Disaggregation of Beneficiaries (where applicable)	N/A	
Spatial Transformation (where applicable)	N/A	
Calculation Type	Non-Cumulative	
Reporting Cycle	Quarterly	
Desired Performance	**Targets** **Quarter 1:** 100% of valid invoices paid within 30 days **Quarter 2:** 100% of valid invoices paid within 30 days **Quarter 3:** 100% of valid invoices paid within 30 days **Quarter 4:** 100% of valid invoices paid within 30 days	**Admissible Evidence** **Q1- Q4:** EXCO noted Quarterly Management Accounts
Indicator Responsibility	**Chief Financial Officer**	

Table 37: TID for Indicator 5.13

4. PROGRAMME RESOURCE CONSIDERATION

Table 38: Budget Revenue as per ENE and/or EPRE

	ACTUAL OUTCOMES			CURRENT		MEDIUM TERM ESTIMATES		
	ACTUAL	ACTUAL	ACTUAL	REVISED BUDGET	FORECAST	BUDGET	BUDGET	BUDGET
	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-21	31-Mar-22	31-Mar-23	31-Mar-24
	AUDITED	AUDITED	AUDITED	REVISED BUDGET	FORECAST	BUDGET	BUDGET	BUDGET
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Permit Income	213,600	194,801	204,352	181,460	179,838	218,447	228,059	239,006
Government Grant	-	-	-	-	38,500	-	-	-
Interest	4,561	5,230	6,017	4,000	4,187	4,411	4,605	4,808
Other Income	3,248	645	448	708	195	726	758	792
Fines, Penalty	29,974	41,645	48,415	30,845	23,949	35,735	37,308	39,099
TOTAL REVENUE	251,382	405,038	259,231	217,013	246,668	259,320	270,730	283,703
Surplus / Deficit	61,642	180,990	27,712	345	45,816	914	1,263	1,640

Table 39:Budget Allocation by nature of expenditure as per the ENE and / or EPRE

	ACTUAL OUTCOMES			CURRENT	MEDIUM TERM ESTIMATES		
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	31-Mar-23	31-Mar-24
	AUDITED	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
OPERATING EXPENDITURE	**189,740**	**224,048**	**231,520**	**259,261**	**258,406**	**269,466**	**282,063**
Administation Fees	23,435	37,027	43,780	37,616	35,735	37,308	39,099
Compensation of Employees	110,892	126,314	131,926	153,877	146,537	152,985	160,328
Goods and Services	53,203	57,307	52,343	62,369	69,096	72,136	75,598
Depreciation and Amortisation	2,211	3,400	3,470	5,398	7,037	7,037	7,037
CAPITAL EXPENDITURE	**5,235**	**3,852**	**14,030**	**10,100**	**37,120**	**5,750**	**5,000**
PPE	3,917	3,397	4,898	2,000	6,920	2,000	2,000
INTANGIBLES	1,319	455	9,132	8,100	30,200	3,750	3,000
TOTAL EXPENDITURE	**194,975**	**227,899**	**245,550**	**269,361**	**295,526**	**275,216**	**287,063**

Table 40: Budget allocation for Programme and Sub-Programme as per ENR and / or EPRE

	ACTUAL OUTCOMES			CURRENT	MEDIUM TERM ESTIMATES		
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET
	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	31-Mar-23	31-Mar-24
	AUDITED	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
PROGRAMME 1-ADMINISTRATION	112,690	126,719	125,668	135,382	148,527	155,062	162,505
PROGRAMME 2-REGULATORY	16,086	18,331	20,272	28,897	23,289	24,313	25,480
PROGRAMME 3-RESEARCH AND DEVELOPMENT	24,628	28,396	27,339	37,367	30,913	32,273	33,822
PROGRAMME 4-STAKEHOLDER RELATIONS	12,744	13,424	14,461	19,998	19,942	20,820	21,819
PROGRAMME 5-LAW ENFORCEMENT	23,592	37,178	43,780	37,616	35,735	37,308	39,099
TOTAL OPERATING EXPENDITURE	**189,740**	**224,048**	**231,520**	**259,261**	**258,406**	**269,776**	**282,725**

5. IDENTIFIED RISKS AND RESPONSE STRATEGIES

PROGRAMME 1: REGULATORY SERVICES

Table 41: Risk identified for programme 1

Linked Output(s)	Linked Risk(s)	Response Strategy
OCAS IT System	Third party reliance might jeopardise the implementation of OCAS	• The Triple Transport, Transit, Facilitation Programme (TTTFP) is instituted to ensure alignment and harmonisation between member states i.e. TTTFP meets on a regular basis to validate the milestones. • Member states are invited to make written presentations at the TTTFP meetings • Consultations with key stakeholders: Operators, RTMC, SANRAL, RAF and National working committee • Alignment with objectives of the ISO39001 standard

PROGRAMME 2: LAW ENFORCEMENT

Table 42: Risk identified for programme 2

Linked Output(s)	Linked Risk(s)	Response Strategy
Implemented smart law enforcement vehicle	Inadequate law enforcement data	• Implementation of the Inter Entity Service Level Agreement with RTMC • Collaboration with other law enforcement authorities on the implementation of the smart vehicle • Joint law enforcement operations • Engagement with the BMA on the protocol to foster permit requirement at the border
Implemented C-BRTA road safety strategy	• Unavailability of key stakeholders • Inadequate capacity to implement the road safety strategy	• Assessment of resources and costing of the road transport safety strategy • Collaboration with other stakeholders on the implementation of the strategy

PROGRAMME 3: FACILITATION

Table 43:Risk Identified for programme 3

Linked Output(s)	Linked Risk(s)	Response Strategy
Harmonised cross border road transport policies	Inadequate implementation of stakeholder agreements with other regulatory authorities	• Strategic stakeholder engagement • Participation in national and regional road transport structures
Growing participation of target groups in the freight and tourism cross border road transport industry	Lack of co-operation from the industry to align with the Agency's transformation and industry development objectives	• Implementation of the Industry development strategy • Enhancement of regulatory framework
Cross border road transport charges implementation strategy	Unavailability of key stakeholders for support and adoption of the strategy (Third party dependencies)	• Partnership approach with relevant key stakeholders • Strategic stakeholder consultation
Cross border road transport and trade facilitation information platform	• Lack of real- time data • Dependency on secondary information	• Partnership with reputable research institutions

PROGRAMME 4: RESEARCH AND ADVISORY SERVICES

Table 44:Risk Identified for programme 4

Linked Outcome(s)	Linked Risk(s)	Response Strategy
Cross border road transport and trade facilitation information platform	• Lack of real- time data • Dependency on secondary Information	Partnership with reputable research institutions

PROGRAMME 5: ADMINISTRATION

Table 47: Risk Identified for programme 5

Linked Outcome(s)	Linked Risk(s)	Response Strategy
Linked to multiple strategic outcomes	Threat to financial stability due to the following: • Revenue decline because of Covid-19 Pandemic • Possible regional economic decline • Truck Driver strike over the hiring of foreign nationals resulting in reciprocity from SADC region.	• Implementation of Cost containment measures • Implementation of alternative revenue streams: o Cross Border Charges o Commercialisation of sale of information • Lobby for C-BRTA permit as a requirement as part of the BMA protocol • Strategic Stakeholder engagement • Implement SARS LOU – on the permit requirement at the border • Implementation of IMS Initiatives • Implementation and monitoring of cost containment measures
Prioritised Training Curriculum	Delays in appointment of content developer	• • Partnering with existing accredited institution

Linked Outcome(s)	Linked Risk(s)	Response Strategy
Effective permit issuance system	Infective Service delivery platform leading to poor customer experience due the following: • Delays in the implementation of ICBMS • Inadequately identified and improved service delivery standards • Lack of buy-in from key stakeholders	• Implementation of the new Integrated Cross Border Management System (ICBMS) • Development and implementation of the customer management and service delivery model plan • Implementation of communication plan to obtain buy-in from operators
Implemented culture enhancements initiatives	• Inadequate corporate Culture • Lack of buy-in from internal stakeholders (staff)	• Implementation of prioritised culture enhancements initiatives • Implementation of the service delivery improvement plan • Organisational redesign and restructuring • Implementation of change management plan to obtain internal stakeholder support
Implemented Integrated Communication Strategy	• Reputational damage • Communication plan linked to the strategy not adequately implemented	• Implementation of the brand visibility plan • Monitored implementation of the initiatives in the Communication plan
COVID 19 Regulations Compliant	• Lack of compliance by internal and external stakeholders	• Monitored implementation of the Covid-19 response plan