



Performance Report

as at 30 September 2017



TABLE OF CONTENTS

A. STRATEGIC OVERVIEW	3
B. PROGRAMME PERFORMANCE INFORMATION	7
1. EXECUTIVE SUMMARY	7
2. PERFORMANCE INFORMATION BY PROGRAMME	9
2.1 PROGRAMME 1: ADMINISTRATION	9
2.1.1 Introduction	9
2.1.2 Summary of Programme Performance Information	9
2.1.3 Other Programme Priorities	12
2.1.4 Key challenges and corrective action	12
2.2 PROGRAMME 2: REGULATORY SERVICES	13
2.2.1 Introduction	13
2.2.2 Summary of Programme Performance	13
2.2.3 Other Programme Priorities	14
2.2.4 Key challenges and corrective action	17
2.3 PROGRAMME 3: PROFILING SERVICES	18
2.3.1 Introduction	18
2.3.2 Summary of Programme Performance	18
2.3.3 Annual Performance Plan Achievements/Progress	18
2.3.4 Other Programme Priorities	19
2.3.5 Key challenges and corrective action	19
2.4 PROGRAMME 4: STAKEHOLDER MANAGEMENT	20
2.4.1 Introduction	20
2.4.2 Summary of Programme Performance	20
2.4.3 Other Programme Priorities	22
2.4.4 Key Challenges and corrective action	23
2.5 PROGRAMME 5: RESEARCH AND DEVELOPMENT	25
2.5.1 Introduction	25
2.5.2 Summary of Programme Performance	25
2.5.3 Other Programme Priorities	27
2.5.4 Key challenges and corrective action	28

A. STRATEGIC OVERVIEW

The Cross Border Road Transport Agency (C-BRTA) is mandated to regulate access to the commercial cross-border road transport market. Its regulatory function serves as a catalyst for facilitating trade through transport. Cross-border road transport is a prerequisite for the promotion of economic growth and development, the improvement of the quality of life and social interaction of all citizens within the region.

The C-BRTA embraces reality on the ground in the domestic and regional environments in order to be able to be responsive to the needs of transport sector stakeholders. The Agency did not change the focus after reviewing its 2015-2020 Operator Centric Strategy as part of a mid-term review and the implementation of the Department of Transport initiative to form a single law enforcement authority. This initiative resulted in the Agency transferring its law enforcement unit to the Road Traffic Management Cooperation (RTMC).

The mid-term review came with an opportunity to refocus initiatives towards strategically positioning the Agency in promoting regional integration. One of the new initiatives currently being pursued by C-BRTA is the Linking Africa Plan (LAP) that is aimed at unlocking Africa's trade potential. This Plan is basically a mechanism 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 through peer influence.

The Agency has an approved Annual Performance Plan (APP) which outlines key performance indicators and targets to be pursued during the financial year. This APP will enable the Agency to carry forward initiatives started in the past years, leverage on progress achieved and serve as a "vehicle" to reposition the Agency as a strategic and meaningful player within the cross-border road transport industry.

The following table is a concise description of strategic overview.

OUR VISION : The Champion of free-flowing interstate operations

OUR MISSION : We spearhead the unimpeded flow of interstate operations thereby facilitating sustainable social and economic development

STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATORS (KPIs)	GOALS (Key Success Factors)
1. To introduce and implement regulated competition of cross border movements as pertaining to cross border movements	<ul style="list-style-type: none"> Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross-border passenger transport Published Permit Fee Regulations 	<p>GOALS</p> <ul style="list-style-type: none"> Facilitate unimpeded flow of cross-border transport Strategic positioning to promote integration of the African continent Promote safe and reliable cross-border transport Enhance organisational performance in order to improve sustainability <p>KEY SUCCESS FACTORS</p> <ul style="list-style-type: none"> There is unimpeded flow in cross-border transport operations There is enhanced regional integration through efficient cross-border road transportation. There is safe and reliable cross-border transportation.
2.To improve compliance with road transport legislation	<ul style="list-style-type: none"> Developed and Implemented Operator Compliance Accreditation Scheme (OCAS) Number of operator and corridor profiling reports for decision making 	
3.To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives	<ul style="list-style-type: none"> Developed and implemented stakeholder management plan Facilitated the implementation of the SADC protocol and regional agreements. 	
4.To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders	<ul style="list-style-type: none"> Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the 	

<p>on cross border matters in the transport sector</p>	<p>Minister and other relevant stakeholders</p> <ul style="list-style-type: none"> • Number of country profiles developed • Developed a model to calculate transit and cost of delays at commercial border posts 	<ul style="list-style-type: none"> • C-BRTA's organisational performance is enhanced in compliance with the relevant policies and regulations
<p>5.To proactively promote transformation and development of the cross-border industry</p>	<ul style="list-style-type: none"> • Developed and implemented industry development strategy 	
<p>6.To ensure the financial viability and sustainability of the C-BRTA</p>	<ul style="list-style-type: none"> • Implemented cross border charges as an additional revenue streams 	
<p>7.To improve efficiencies in business operations</p>	<ul style="list-style-type: none"> • Developed and implemented cross-border management system • Percentage of temporary permits issued within pre-determined turnaround times 	

CORE VALUES

The values, Integrity, Transparency, Reliability, Efficiency, Effectiveness and Social responsibility abbreviated “ITREES” are the core priorities of the Agency’s culture. The Agency will endeavour to attract and retain individuals who subscribe to the values.

LEGISLATIVE AND OTHER MANDATES

The C-BRTA is a Schedule 3A public entity in terms of the Public Finance Management Act, No 1 of 1999 (PFMA). The C-BRTA’s strategic goals are informed by the constitutional mandate, various legislative mandates, Government policies and other directives inter alia:

➤ **Constitutional Mandate**

C-BRTA complies with the Constitution of the Republic of South Africa with specific reference to the following sections;

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

➤ **Other Policy Mandates**

- Cross-Border Road Transport Act, 4 of 1998,
- The National Land Transport Act, 5 of 2009,
- National Road Traffic Act, 93 of 1996,
- The National Development Plan
- Tourism Act, 3, of 2014,
- The SADC Protocol on Transport, Communications and Meteorology,
- Hazardous substances Act, 15 of 1973,
- Bilateral Agreements The 1996 White Paper on Transport
- The SACU MoU,
- The Trans Kalahari Corridor (TKC) MoU,

B. PROGRAMME PERFORMANCE INFORMATION

1. EXECUTIVE SUMMARY

This report provides a summary of the milestones that the Agency covered in the first half of the financial year 2017/18. The Agency continues to carry out its mandate as prescribed in the Act. The current service delivery approach adopted by the Agency elevates the role of stakeholder relations as well as research and development. This report is an outline of progress against strategic objectives that were deemed critical for service delivery in the cross border space.

The Agency set seven strategic objectives and thirteen (13) key measures/indicators that are managed through five (5) programmes. These programmes are;-

Programme 1: Administration;

Programme 2: Regulatory Services;

Programme 3: Profiling Services;

Programme 4: Stakeholder Management; and

Programme 5: Research And Advisory Services

For the quarter ending, the Agency boasts an improvement in performance level which is at 84.62%. This represents eleven (11) out of thirteen (13) targets for the period. The Agency could not meet the set targets in relation to “Developed and implemented new revenue streams as per financial sustainability strategy” and “Developed and implemented industry development strategy”.

Figure 1 and 2 below represent the overall organisational performance for the quarter under review and performance per programme:

Figure 1: Organisational Performance

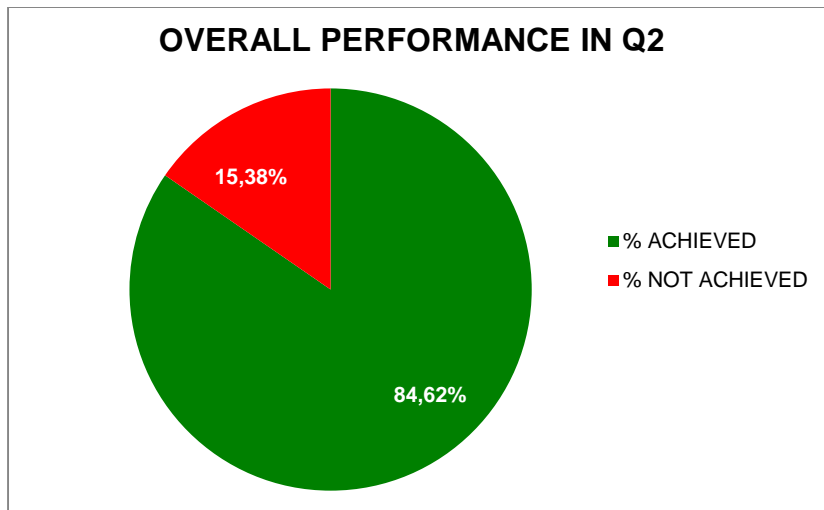
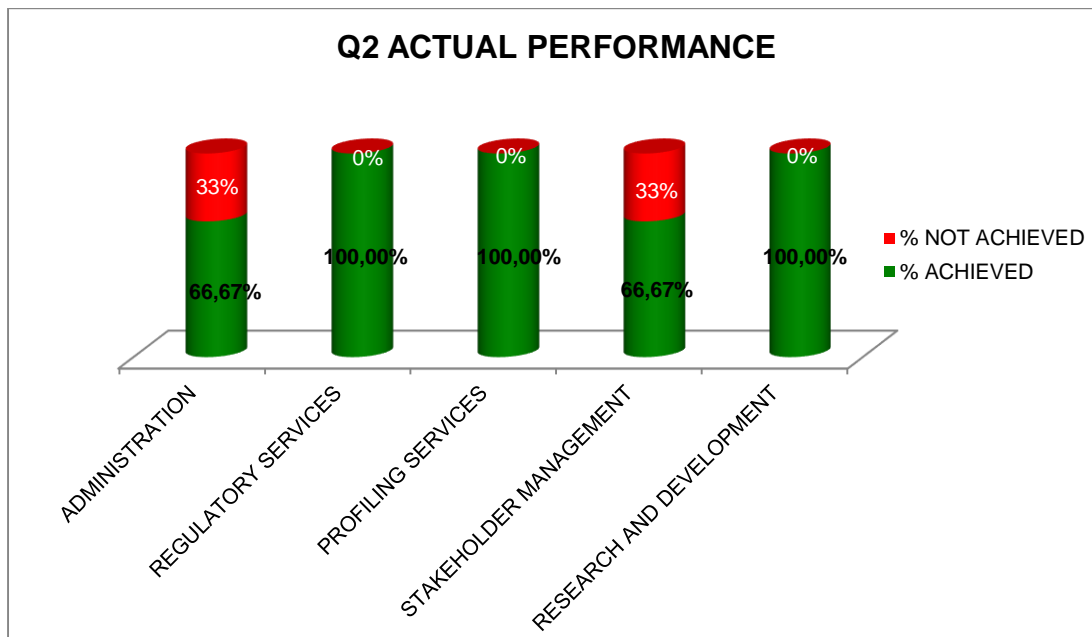


Figure 2: Performance per Programme



The 15.38% non-achievement is with respect to two KPIs on;-

- “Developed and implemented new revenue streams as per financial sustainability strategy”.

The target for the quarter was consultation with relevant stakeholders (e.g. DIRCO, DHA, and National Treasury) and the drafting of a legislative proposal on cross border charges. This target could not be met as consultation with stakeholders and the drafting of the legislative proposal will only commenced after approval of the revised business case by the by appropriate structures within the Department of Transport.

- “Developed and implemented an industry development strategy”

The target for the quarter was to consult with various stakeholders on the industry development initiatives. Even though consultations with various stakeholders took place during the quarter and the consultation report presented to EXCO for consideration, there were other consultations (e.g. bus forum) that were scheduled to take place towards the end of the quarter and the outcomes of such consultations were not included in the report that was considered by EXCO.

2. PERFORMANCE INFORMATION BY PROGRAMME

2.1 PROGRAMME 1: ADMINISTRATION

2.1.1 Introduction

The purpose of this programme this is to ensure effective leadership and administrative support to the C-BRTA on the delivery of its set objectives. The areas under Administration are reflected below:

- **Corporate Services**
 - Provides professional advice and corporate service support that includes human resources, legal services and facilities management.
- **Finance and SCM**
 - Provides financial and supply chain management to the Agency while ensuring compliance with statutory requirements and best practice models.
- **Information and Communication Technology (ICT)**
 - Provides information and communication technology support to the Agency while ensuring compliance with statutory requirements and best practice models.

2.1.2 Summary of Programme Performance Information

KPI	Planned Target	Actual Performance	Achieved/Not Achieved	Reason for Non-over achievement
Developed and implemented new revenue streams as per financial sustainability strategy	Consultation with relevant stakeholders Draft legislative proposal on cross border charges	The business case was amended accordingly after consultation with SANRAL; The business case was presented to the task team chaired by the DOT. A stakeholder report was drafted and presented at EXCO.	Not achieved	A decision was taken by the Task Team that consultations with other Departments and the legislative proposal will only be initiated after approval of the revised business case by DOT structures.
Developed and implemented new cross-border management system	EXCO approved Enterprise Architecture	EXCO approved the Enterprise Architecture	Achieved	Not applicable as the target is achieved
Developed Permit Fee Regulations	Draft Permit Fee Tariff Regulations	Revised permit fee tariffs schedules were presented to EXCO Permit tariff determination document was presented to EXCO	Achieved	Not applicable as the target is achieved

- Developed and implemented new revenue streams as per financial sustainability strategy:**

The business case on cross border charges was reviewed and finalized after consultation with SANRAL on the 22nd August 2017. The focus of the consultation with SANRAL was to review the methodology used in determining cross-border vehicle volumes/entries as well the current cross-border charges levied by member states. SANRAL was also instrumental in providing input on the cost of infrastructure as a key cost drive to the implementation of cross-border charges.

The C-BRTA Team also met with the officials from the Department of Transport and Road Accident Fund on the 31st August 2017 where the revised business case was presented focusing on the legal basis for the implementation of cross-border charges as well as the potential impact of cross-border charges in the country and the region. Inputs were also received from the Road Accident Fund. Subsequent to the meeting, the business case was updated with inputs from the consultation with the Department and submitted to the Department of Transport for further consideration by various departmental structures (DoT EXCO and Senior Management Committee). Consultations with various affected stakeholders (e.g. DHA, DTI, DIRCO, Department of Tourism, and National Treasury) as well as the drafting of the necessary legislation will take place after the business case has been accepted by the Executive Committee of the Department and Senior Management Committee.

The consultation report was developed and presented to the C-BRTA EXCO in its meeting of the 27th September 2017.

- **Developed and implemented new cross-border management system**

The development of the Enterprise Architecture has been completed as per the Annual Performance Plan target for the quarter. This will enable the Agency to begin with the development and implementation of a new cross border management system. The completion of the development of the Enterprise Architecture for the Agency has been a significant achievement, and the key outputs thereof include:

- Architecture models for the business, application, data/information, technology, integration and security layers.
- The Digital Operator Services Architecture (DOSA) vision based on the Agency's strategic goals.
- An IT Roadmap for the implementation of the DOSA vision and related migration objectives.

The Enterprise Architecture will underpin the Agency's IT roadmap and strategic vision to effectively and comprehensively:

- Facilitate the unimpeded flow of cross-border transport.
- Strategically position the Agency to promote integration on the African continent.
- Promote safe and reliable cross-border transport.
- Enhance organisational performance in order to improve sustainability.

2.1.3 Other Programme Priorities

Finance and Supply Chain Management unit continued to monitor performance against the budget through the compilation of monthly management accounts. Through cost containment, the Agency has been able to generate savings on expenditure to off-set the under collection of targeted permit revenue. The Agency also ensures that supply chain transactions are in compliance with the relevant prescripts. The following bids were approved for advertisement during the quarter:

- Maintenance and Support of law enforcement system (Enforcer)
- Panel of researchers
- Storage Management.

2.1.4 Key challenges and corrective action

The finalization of reviewed business case took longer than anticipated due to lack of capacity and the need to engage external stakeholders on the volume of vehicles crossing the borders. The reviewed business case has since been submitted to the Department of Transport for further approval by various departmental structures.

2.2 PROGRAMME 2: REGULATORY SERVICES

2.2.1 Introduction

The Regulatory Services function is responsible for regulating access to the cross-border road transport market (freight and passengers) through a permit administration regime. The function is geared towards promotion of socio-economic development and regional integration through compliance to the Agency's legislation and other related legislation, as well as the provisions of the bi-lateral and multi-lateral road transport agreements.

Below is a summary of programme performance information:

2.2.2. Summary of Programme Performance

KPI	Planned Target	Actual Performance	Achieved/Not Achieved	Reason for Non-/ over achievement
Implemented scientific tool used by the Regulatory Committee to manage supply and demand cross-border passenger transport	Implementation of Scientific tool on 3 corridors based on pilot	The Executive Committee considered and approved the refined model parameters at its meeting of 4 September 2017. The refined model has been deployed to inform decision making by the Regulatory Services division.	Achieved	Not applicable as the target is achieved
Developed and Implemented Operator Compliance Accreditation Scheme (OCAS)	Submit Memorandum of MINIMEC for support	A Memorandum was submitted to Committee of Transport Officials (COTO) and MINIMEC for further	Achieved	Not applicable as the target is achieved

KPI	Planned Target	Actual Performance	Achieved/Not Achieved	Reason for Non-/ over achievement
		deliberation and support of OCAS		
Percentage of temporary permits issued within pre-determined turnaround times	Reconfiguration and testing of C-BRTS Reporting Application	The reconfiguration of the CBRTS Turnaround Report functionality had been effected and assessed in the CBRTS test environment.	Achieved	Not applicable as the target is achieved

- **Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross border passenger transport**

The Executive Committee considered and approved the refined model parameters at its meeting of 4 September 2017. The refined model will be deployed to inform Regulatory Committee decision-making

- **Operator Compliance Accreditation Scheme (OCAS)**

The submission of memorandum on Operator Compliance Accreditation Scheme (OCAS) was made to the committee of Transport Officials and MinMEC for further deliberation and support. Furthermore, the specifications for the appointment of a service provider for the development of the OCAS risk engine were finalised and the tender advertised.

- **Percentage of temporary permits issued within pre-determined turnaround times**

The reconfiguration of the CBRTS Turnaround Report functionality had been effected and assessed in the CBRTS test environment.

2.2.3 Other Programme Priorities

The programme's key role is issuing of permits which is the core business of the organisation. In line with this role is the referral of applications for concurrence, licensing operations and capturing of related statistics thereof. The function also calls for administrative tasks such as review of error rate and filling, support provided to the Regulatory Committee, compilation/review of the compliance checklist for passenger

applications in accordance with provisions of legislation and adjudication of application for temporary permits.

The Agency has a target of 78 000 permits to be issued per annum, which translates to 19 500 permits per quarter. For the quarter under review, a total of 22 436 permits were issued, resulting in 2 936 permits issued above target.

Table 1: Goods permit statistics

COUNTRY	JULY - SEPTEMBER 2016		JULY - SEPTEMBER 2017	
	Applications Received	Permits Issued	Applications Received	Permits Issued
Angola	27	28	21	27
Botswana	1 567	2 133	1 632	2 033
DRC	958	1 210	847	1 400
Lesotho	705	932	703	820
Malawi	623	862	537	680
Mozambique	1 742	2 506	1 707	2 284
Namibia	1 245	1 636	1 111	1 383
Swaziland	913	1 297	941	1 291
Zambia	2 299	3 395	2 474	3 355
Zimbabwe	2 060	2 818	2 246	2 857
Cabotage	4	9	5	8
TOTAL	12 143	16 826	12 224	16 138

There was an overall increase of 49.9% in permits issued for passengers. Twelve (12) permits were issued for cabotage passengers during the month.

The increase in the number of passenger permits may be ascribed to the fact that there is a sizeable number of 14 day applications due to the pending finalisation of policy on dual authority for operators with operating licences.

The table below provides a comparison between permits issued for passenger conveyance for the quarter July - September 2016 and 2017, respectively.

Table 2: Passenger permits statistics

COUNTRY	JULY - SEPTEMBER 2016		JULY - SEPTEMBER 2017	
	Applications Received	Permits Issued	Applications Received	Permits Issued
Angola	0	0	0	0
Botswana	238	228	221	221
DRC	3	2	7	7
Lesotho	254	261	338	363
Malawi	53	58	52	53
Mozambique	1 397	1 296	1 887	1 883
Namibia	20	22	68	79
Swaziland	183	159	321	328
Zambia	22	22	20	31
Zimbabwe	1 485	1 558	2 237	2 434
Cabotage	3	3	14	12
TOTAL	3 658	3 609	5 165	5 411

The number of permits issued for the conveyance of tourists increased by 24.4% during the quarter under review. The table below shows a comparison between tourist permits for the quarter July - September 2016 and 2017, respectively.

Table 3: Tourism permits statistics

COUNTRY	TOURISM			
	JULY - SEPTEMBER 2016		JULY - SEPTEMBER 2017	
	Applications Received	Permits Issued	Applications Received	Permits Issued
	653	713	769	887

- **Introduction of cross border permit as a requirement at the border.**

Several meetings were held with representatives of SARS to determine collaboration requirements on the areas as provided for in the 'Letter of Understanding'. The following progress was recorded during the quarter under review:

- SARS provided focussed training to six (6) officials on the verification of tax compliance on the new Tax Clearance System;

- SARS representative to engage internally on the potential to introduce the permit as part of its manual compliance requirements under the Customs processes. Feedback is pending.

2.2.4 Key challenges and corrective action

There were no challenges noted by the programme during the period under review.

2.3 PROGRAMME 3: PROFILING SERVICES

2.3.1 Introduction

This programme involves gathering of intelligence that is used for evidence based decision making and developing law enforcement standards benchmarks. Intelligence is generated from information and statistics obtained from sources such as law enforcement and profiling operator behaviour, analysing routes and traffic tendencies. A comprehensive intelligence program was to be developed to provide timely, accurate and relevant support to Regulatory Committee.

2.3.2 Summary of Programme Performance

KPI	Planned Target	Actual Performance	Achieved/Not Achieved	Reason for Non-/ over achievement
Number of operator and corridor profiling reports for decision making	EXCO recommended Section 39 report submitted to the Regulatory Committee for decision making	Section 39 report was submitted to EXCO and presented to Board in July 2017. The report was noted and approved.	Achieved	Not applicable as the target is achieved

2.3.3 Annual Performance Plan Achievements/Progress

- **Number of Operator and corridor profiling reports for decision making**

The major aim of the programme is to generate intelligence that is used for evidence based decision making, developing law enforcement standards considering information and statistics obtained from operator behaviour, route status and traffic tendencies.

In the quarter under review, the section 39(2) report was finalised and submitted. This report provided information regarding law enforcement activities, permits submitted and issued including patterns identified. The report was approved by EXCO.

2.3.4 Other Programme Priorities

Developed law enforcement profiles of permit applicants for Regulatory Committee Hearings

During the Months of July and August 203 permit applicants were profiled for consideration by the Regulatory Committee in its hearings.

- **Shared intelligence on illegal cross border operations to ensure compliance.**

During the quarter under review, route analysis was conducted in the following areas:

- Hillbrow;
- Powerhouse;
- Gauteng (West Rand);
- North West (Rustenburg - Marikana region); and
- Polokwane

Furthermore, two (2) Intelligence based Joint Law enforcement operations were attended in Polokwane and Johannesburg. Profiles of operators were conducted through desktop CBRTS analysis and inspections audits.

- **Impose penalties on operators who failed to return expired permits and passenger lists.**

For the 2nd quarter, 251 operators with expired permits were handed with flagging notifications and out of those, 127 operators were issued with section 56 notices amounting to R552 000.

2.3.5 Key challenges and corrective action

There were no key challenges noted under this programme.

2.4 PROGRAMME 4: STAKEHOLDER MANAGEMENT

2.4.1 Introduction

Stakeholder management is responsible for strategic relations at various levels and platforms of engagements. Its priority is to ensure that strategic partnerships are sustained and strengthened to contribute towards improving the seamless flow of goods and people across the borders. For the quarter under review, the programme has achieved 100% of its targets.

There was good progress made with respect to addressing operator constraints. Constraints are difficult to resolve as they are manifested in the neighbouring countries and the turnaround times and responses from the counterparts tend to be longer. The resolution of constraints requires bilateral engagements with and the concurrence of the other stakeholders locally and in the neighbouring countries. Among those addressed is the constraint experienced in Zimbabwe whereby freight tanker vehicles were charged for delays disregarding the fact that they had to wait for sealing trackers.

An improvement has been noted with regards to engagements between the Agency and the Municipalities. This was demonstrated by the good turn-over of municipalities whereby a total of 14 Municipalities attended the forum compared to the 12 Municipalities that were in attendance in the prior year. The focus of such forums is mainly on resolving challenges that Municipalities experience with respect to improving efficiencies in the cross-border road transport services and to promote seamless cross-border road transport. The programme also makes industry development a priority and therefore participates in industry development related initiatives.

2.4.2 Summary of Programme Performance

KPI	Planned Target	Actual Performance	Achieved/Not Achieved	Reason for Non-/ over achievement
Developed and implemented stakeholder management plan	Draft stakeholder management plan submitted to EXCO for noting	A draft stakeholder management plan was submitted to EXCO for noting during the quarter	Achieved	None as the target was achieved.

KPI	Planned Target	Actual Performance	Achieved/Not Achieved	Reason for Non-/ over achievement
Facilitated the implementation of the SADC protocol and regional agreements	EXCO approved progress report	EXCO approved the progress made on the preparation of the planned workshop of the SADC Protocol and regional agreements	Achieved	None as the target was achieved.
Developed and implemented Industry development strategy	Consultations with relevant stakeholder	Consultations with the relevant stakeholders were conducted during the quarter, consultation report compiled and submitted to EXCO.	Not achieved	Other consultations were planned for later in the quarter and as such the outcomes were not yet captured in the Consultation Report at the time of its consideration by EXCO.

- **Developed and implemented Stakeholder Management Plan**

A Stakeholder Management Plan was drafted during the quarter. This plan has been informed by the rigorous research, consultation and benchmarking exercise that was undertaken in the last quarter. The draft was then submitted to EXCO for noting and further inputs. The draft stakeholder management plan will then be shared with the industry so as to secure participation for its implementation.

- **Facilitated the implementation of the SADC protocol and regional agreements**

One of the targets for this programme is to review the SADC Protocol on Transport, Communications and Meteorology, host a SADC Workshop, review bilateral cross-border road transport agreements and draft one standard agreement.

The purpose for this indicator is to ensure that all the applicable agreements entered to with other counterparts are properly implemented and monitored. A progress report on the work performed so far on the review of the SADC Protocol and bilateral agreements was

submitted to EXCO for approval. The Agency will host a SADC workshop on 10 October 2017 where the reviewed Protocol will be tabled. Furthermore, ToR for the establishment of an association of regulatory authorities will also be tabled at the workshop.

- **Developed and implemented Industry Development Strategy**

Consultations with industry were undertaken during the quarter so as to ensure that the draft Industry Development Strategy is responsive and fully addresses the issues that are considered important by the industry. This will enable a seamless implementation of the Strategy once approved. A consultation report was submitted to EXCO for inputs and noting.

2.4.3 Other Programme Priorities

- **Percentage of operator constraints addressed or escalated and consistently followed-through as recorded in the constraints register**

Three constraints were resolved and one is outstanding. All constraints reported occurred at Beitbridge border post. In order to address these constraints, a meeting with Freight operators was organised to understand the matters and also prepared for the meeting with the Zimbabwe Ministry of Transport and ZIMRA to resolve the constraints.

- **Percentage of Passenger Transport Conflicts addressed within 6 months**

In an effort to resolve passenger transport conflicts in the taxi industry, the Agency in collaboration with the National Cross Border Transport Organization (NCBTO) facilitated resolution of the following conflicts:-

- Springs Taxi Associations (intra-association conflict),
- Morning Star Taxi Association (intra-association conflict),
- Hlanganani Taxi Association (intra-association conflict),
- RSA/ Mozambique (N4/Maputo Corridor) taxi operators

For the period under review, three conflicts were resolved (Hlanganani, Springs Taxi Associations and RSA/ Mozambique (N4/Maputo Corridor) and the conflict relating to Morning Star Taxi Association is still being addressed.

- **Training Workshops**

In the quarter under review, the Agency hosted workshops which were requested by potential operators in the passenger and tourism operations. In this regard, 3 workshops were conducted in Matatiele, Makgobistat and Witbank, respectively. These workshops were focused on the C-BRT Act, processes and procedures for permit applications and the permit fee structure.

- **Implemented Industry Partnership Development Plan (IPDP) initiatives**

A number of stakeholders were met during the quarter, e.g. meeting was held with a prospective bus operator, municipalities, taxi operators, tourism operators, route committees and the NCBTO. These consultative forums are held with a view to strengthen strategic partnerships and address operator issues so as to enable the Agency to achieve its mandate. Another critical reason would be for transformation purposes and changing the face of the industry.

- **Provision of guidance for proper Institutionalization and good corporate governance within taxi industry**

The Standard Minimum Constitution (SMC) for Hlanganani Taxi Association was adopted on 13 July 2017. Rustenburg Long Distance Taxi Association (RUSBOLDTA) is in support of the SMC and plans are afoot for them to make inputs before the scheduled adoption of the SMC in October 2017.

- **Industry Development Stakeholders Engaged**

Engagements with a number of stakeholders which includes the passenger, freight and tourism operators, the municipalities, export councils and other departments that play a role in the industry continued during the quarter under review. These engagements related to the industry development strategy, the border towns initiatives and the October Transport Month initiative.

2.4.4 Key Challenges and corrective action

Even though some associations are supportive of the SMC, there is still great resistance from the majority of associations as they are of the view that the Agency is not contributing to the associations financially and therefore don't see the need to align their constitution with the SMC. They feel that the SMC is not beneficial to them in any way but only a tool used to expose how they have been conducting their daily administrations. The Agency will continue

to advocate the need for the SMC and will solely focus on associations that are currently in conflict as this will be ideal for them to amend the constitution for the efficient running of operations.

2.5 PROGRAMME 5: RESEARCH AND DEVELOPMENT

2.5.1 Introduction

The Research and Development (R&D) 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 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. R&D is also responsible for providing 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.

In quarter 2, this programme achieved 100% of all its key performance indicators. With regard to the provision of advice to cross-border road transport stakeholders, the Agency finalised the Country Profile report for Swaziland and continued with the development of the Annual State of Cross-Border Operations Report (ASCBOR). Further to that, a concept document for the development of the Cross-Border Flow Calculator was also finalised.

In preparation for the October Transport month, a concept plan was finalized and preparations are on track to host the event in Mpumalanga near Oshoek Border Post in October 2017. Over and above these, there was also participation in a number of technical for a aimed at improving the cross-border road transport industry.

2.5.2 Summary of Programme Performance

KPI	Planned Target	Actual Performance	Achieved/Not Achieved	Reason for Non-/ over achievement
Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders	EXCO approved progress report	EXCO approved the progress made on the development of the ASCBOR	Achieved	None, as target was achieved

KPI	Planned Target	Actual Performance	Achieved/Not Achieved	Reason for Non-/ over achievement
Number of country profiles developed	Country for Swaziland developed	EXCO approved the final Swaziland country profile	Achieved	None, as target was achieved
Developed model to calculate transit and cost of delays at commercial border posts	EXCO approved progress report on Cross Border Flow calculator concept	EXCO approved the progress made on the development of the cross border flow calculator concept	Achieved	None, as target was achieved

- **Annual State of Cross-Border Operations Report (ASCBOR)**

This report is one of the critical strategic advisory documents that the Agency prides itself with. It appraises the Minister of Transport, the Department of Transport and other key stakeholders in the trade and transport value chain on amongst others, challenges facing the cross-border road transport sector, corridor performance indicators, market trends, initiatives that may be implemented to address the identified challenges as well as funding frameworks for the identified initiatives.

In the quarter under review, a progress report was drafted and approved by EXCO. This progress report gives progress on the work done which included amongst others, data gathering and analysis, stakeholder consultations conducted. ASCBOR report has three (3) chapters completed to date.

- **Development of Country Profile Reports**

The aim of country profile reports is to provide a consolidated platform for the dissemination of information that is useful to key stakeholders in the cross-border environment, particularly cross-border road transport operators, regulatory authorities and trading parties.

The target for the financial year is to develop two Country Profiles for Swaziland and Botswana. The Country Profile for Swaziland was successfully developed and submitted as planned.

In the quarter under review, the Swaziland Country Profile was finalised and presented to EXCO for approval.

- **Cross-Border Flow Calculator**

The major aim of the project is to develop a Cross Border Flow Calculator that can be used to calculate transit times and the economic impact of the delays.

This financial year target is to develop a model that will be used to calculate transit delays at border posts and to estimate the economic impact of the delays, and piloting of the calculator. A concept document was finalised to ensure that this target is achieved as intended and the progress report thereto was submitted to EXCO for inputs and approval. Furthermore, Terms of References were finalised to appoint a service provider to assist with the development of the flow calculator.

2.5.3 Other Programme Priorities

Over and above the APP targets, the R&D had other key priorities as detailed below:

- **Linking Africa Plan**

This financial year's target is to develop a Linking Africa Plan that is aimed at identifying interventions that may be implemented towards enhancing the unimpeded flow of cross-border road transport movements, intra-Africa trade, regional integration and enhancing industrialisation on the African continent.

This project entails a lot of stakeholder consultations and the continuous updating of the draft plan. The Draft Plan was presented to and approved by the review team. The Draft Plan will be presented at the Indaba in October 2017, to solicit inputs. The Plan will then be finalised after the inputs have been received and incorporated.

- **Research Projects**

The following research projects, amongst others are currently underway:

- Pilot Developed Model (2016) to estimate the cost of doing business on the NSC, MDC and TKC Corridors;
- Establishment of cross-border road transport trade volumes passing through 19 commercial border posts between South Africa and neighbouring countries;
- Development of an integrated passenger transport regulation model with the aim of improving passenger transport regulation;
- Conduct research into the implementation of the cross border charges;

- Assessment of cross border passenger infrastructure facilities at origin and destination points and key nodal points;
- Assessment of road crashes involving cross border road transport vehicles (crashes stats, strategies to reduce accidents, role of CBRTA);
- Information Dissemination Bulletins that provides update to stakeholders in the cross border road transport sector with information on current developments, requirements for cross-border road transportation and changes taking place that have an impact on cross-border road transport, especially with respect to cross-border operations;
- Determination of the role of the C-BRTA towards the implementation of the National Road Safety Strategy; and
- Investigate mechanisms that can be used to enhance industry transformation in the cross-border road freight transport market

- **October Transport Month**

The concept document for October Transport Month was developed and evolve as consultations with relevant stakeholders continue. The Agency is working in collaboration with Chief Albert Luthuli Municipality jointly host the October Transport Month Initiative from 26th and 27th October 2017 in Hartebeeskop near Oshoek Border Post.

- **Road Safety Strategy**

The C-BRTA Road Safety Strategy was reviewed and finalized in the quarter under review. A template was developed and presented at the National Road Incident Technical Committee in Durban Kwa Zulu-Natal. The objective of the template is to be used for gathering Road Crash statistics and including cross border vehicles. The template was accepted at the RIMS-NTC.

- **Border Towns Initiative**

Discussions continued between the Agency and the border towns municipalities in Limpopo and Mpumalanga. A MoU with identified municipalities was drafted and currently being discussed before submission for signing. A further engagement with the Kanye/ Lephhalale was undertaken to explore the opportunity of a new cross-border road transport route.

2.5.4 Key challenges and corrective action

The challenges encountered were with respect to obtaining trade and traffic data for the 19 commercial border posts and statistics on road crashes involving cross-border vehicles. To

mitigate this challenge, the Agency plans to continue engaging SARS for customs data, the Road Accident Fund, the RTMC and other stakeholders involved with capturing of accident data in the country.