



Performance Report

as at 30 June 2017



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A. GENERAL INFORMATION

1. 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 realities 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's focus was not changed after a review of its 2015-2020 Operator Centric Strategy as part of a mid-term review and a shift in policy of forming a single law enforcement authority. This shift in policy resulted in the Agency transferring its law enforcement unit to the Road Traffic Management Cooperation (RTMC).

The mid-term review presented an opportunity to refocus initiatives towards strategically positioning the Agency in promoting regional integration. A major initiative is the by C-BRTA is the Linking Africa Plan (LAP) which is aimed at unlocking Africa's trade potential. "LAP is 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" Mr M Ramathe, C-BRTA Chairperson.

The Agency has an approved Annual Performance Plan (APP) which encompasses of its Goals, Objectives, Key Performance Indicators and applicable targets. This plan will enable the Agency to progress on initiatives that were started in the past years, leverage on progress achieved and used as the "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 the 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. C-BRTA's organisational performance is enhanced in compliance with the relevant policies and regulations
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 on cross border matters in the transport sector	<ul style="list-style-type: none"> Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders Number of country profiles developed Developed a model to calculate transit and cost of delays at commercial border posts 	
5.To proactively promote transformation and development of the cross-border industry	<ul style="list-style-type: none"> Developed and implemented industry development strategy 	
6.To ensure the financial viability and sustainability of the C-BRTA	<ul style="list-style-type: none"> Implemented cross border charges as an additional revenue streams 	
7.To improve efficiencies in business operations	<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 these values.

2. 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.

LEGISLATIVE AND 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. ORGANISATIONAL PERFORMANCE

3. EXECUTIVE SUMMARY

The Agency APP is implemented through five programmes as listed namely:

- PROGRAMME 1: ADMINISTRATION;
- PROGRAMME 2: REGULATORY SERVICES;
- PROGRAMME 3: PROFILING SERVICES;
- PROGRAMME 4: STAKEHOLDER MANAGEMENT; and
- PROGRAMME 5: RESEARCH AND ADVISORY SERVICES

These programmes are structured as guided by the C-BRTA mandate with the exception of the Administration programme, which primarily focuses on the support for the organisational core functions.

The Agency, in its quest for improving organisational performance which has been stagnant at 66.67% in 2015/16 and 2016/17, has developed divisional operational plans and subsequently signed performance agreements that will be monitored on a monthly and quarterly basis.

The Agency's core business and annual targets are detailed in the approved 2017/18 Annual Performance Plan (APP). For the financial year 2017/18, the Agency has a total of four (4) strategic goals, seven (7) strategic objectives and thirteen (13) key performance indicators (KPIs) that have been identified to measure organisational performance. It should be noted that over and above activities captured in the APP, there are additional priorities and activities that are outlined in the operational plan and monitored through monthly reporting.

This report gives an overview of the Agency's Performance during the first quarter of the year with respect to the APP. It should be noted that the Agency's achievements are not limited to targets that were outlined in the APP but also extends to various activities that were outlined in the operational plan. The 2016/17 operational plan covered a lot of initiatives that were geared to guarantee success in the delivery of certain APP targets, increase organisational rate of response to the C-BRT Act and other priorities within the cross border road transport space.

A 61.54% achieved during the Quarter under review represented by eight (8) out of the thirteen (13) KPI's for 2017/18. The figures below give a glimpse to the overall organisational performance and performance per programme, respectively.

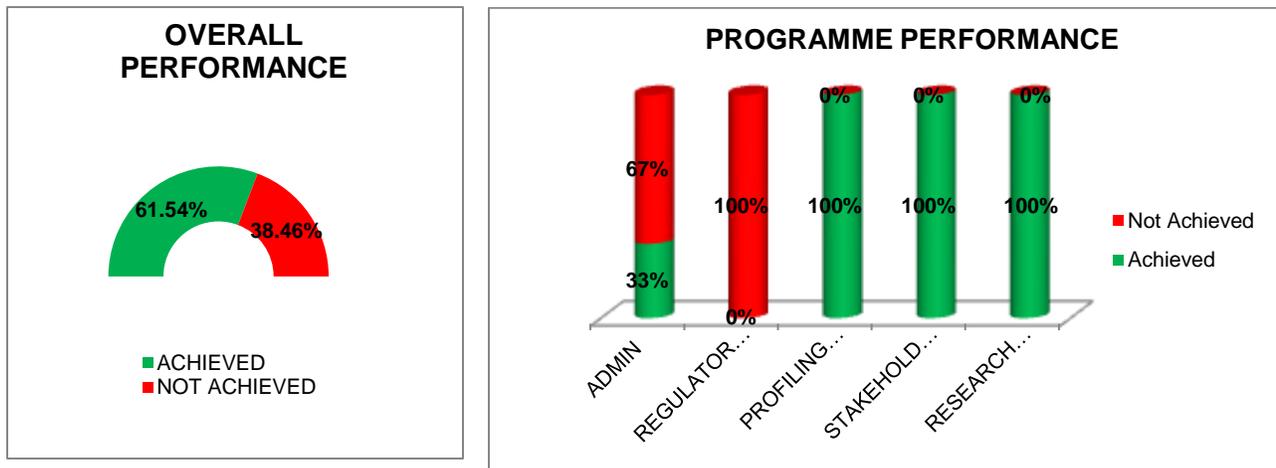


Fig 1: Overall Organisational Performance; Fig 2: Graphically representation of performance per programme in Quarter 1

The 38.46% non-achievement is with respect of the following KPIs:-

- i. Developed and implemented new revenue streams as per financial sustainability strategy;
Quarter 1 Target: Consultation with relevant stakeholders;
- ii. Developed Permit Fee Regulations;
Quarter 1 Target: Revised Permit Fee tariff Schedules;
- iii. Implemented scientific tool used by the Regulatory Committee to manage supply and demand cross-border passenger transport;
Quarter 1 Target: Refine tool parameters based on pilot assessment;
- iv. Developed and Implemented Operator Compliance Accreditation Scheme (OCAS);
Quarter 1 Target: Submit Memorandum of Committee of Transport Officials (COTO) for support; and
- v. Percentage of temporary permits issued within pre-determined turnaround times;
Quarter 1 Target: Reconfiguration and testing of C-BRTA Reporting Application

C. PERFORMANCE INFORMATION BY PROGRAMME

4. PROGRAMME 1: ADMINISTRATION

4.1. Introduction

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

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

4.2. Summary of Programme Performance

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	The Business Case is under revision.	Not Achieved	Consultations could not be held with the relevant stakeholders due to the revision of the Business Case based on inputs from the task team members.
Developed and	EXCO approved	The EA was	Achieved	Not applicable as

KPI	Planned Target	Actual Performance	Achieved/Not Achieved	Reason for Non-/over achievement
implemented new cross-border management system	progress report on Enterprise Architecture development	developed and approved by EXCO		the target was achieved.
Developed Permit Fee Regulations	Revised Permit Fee tariff Schedules	The permit fee tariff schedules was developed	Not Achieved	Permit fee tariff schedules was developed but not yet submitted to EXCO,

4.2.1. Developed and implemented new revenue streams as per financial sustainability strategy

The CFO, COO, the Executive: R&D and other members forms an Internal task team that met to discuss the revision of business case on cross border charges in April and May 2017. The business plan is being drafted in line with the research document submitted by the R&D department. A site inspection at SANRAL Operations was also carried out to assess areas of cooperation between the two Agencies. The business plan was expected to be completed in June and discussed with DoT before engagement with other key stakeholders

4.2.2. Developed and implemented new cross-border management system

The C-BRTA initiated the process for the development of an Enterprise Architecture (including a migration plan) that would guide the IT division in enabling the Agency to deliver on its mandate. The Enterprise Architecture migration plan is intended to assist the Agency in transitioning from the current architecture to the identified target architecture.

Progress with respect to the development of the C-BRTA Enterprise Architecture is underway and on track. In line with plan, the project was presented to EXCO for approval as well as to illustrate the types of technical services that the C-BRTA enterprise architecture should have in order to support the business strategy. This architecture forms the basis upon which the detailed business; information; application; technology; integration and security architecture will be defined. The Reference Enterprise Architecture project was initiated in the beginning of May 2017

and the current project progress status indicates that the process will be completed on time by the beginning of September 2017.

4.2.3. Developed Permit Fee Regulations

The 2018 draft regulations were based on draft 2017 regulation. However, some never proceeded to EXCO. A challenge that was faced was that the draft 2017 regulations were not promulgated when drafting commenced. This adversely affected the process as the 2018 draft regulations would be based on the 2017 draft regulations. It has since transpired that the 2017 draft regulations will not be promulgated. The Agency met with the Minister of Transport and the Department, and the Agency was advised to revisit the process of development regulations and to also engage the services of skilled professionals to assist with the development of permit fee model. Upon completion of the 2018 draft, the regulations can then proceed to EXCO.

4.3. Other Divisional Priorities

Finance and Supply Chain Management in providing a support function has implemented audit recommendations and complied with National Treasury prescripts in relations to the following:

- Submission of the Procurement and Demand Management Plans;
- Submission of the Procurement register;
- Submission of Estimate National Expenditure (ENE); and
- Utilisation of National Database (CSD)

The Legal Services unit of the Organisation continued rendering support to the Agency in ensuring that litigations are minimised and contracts properly vetted and that well informed decisions are taken.

4.4. Key challenges and corrective action

The finalization of the business plan on cross border charges is taking longer than anticipated due to lack of capacity and the need to engage external stakeholders on the volumes of vehicles crossing the borders. A dedicated resource will be allocated as a project manager. There is a need to engage the Department of Justice regarding the collection of outstanding debts by courts, which are non-responsive to the Agency's efforts. The Department of Transport legislative unit

has to be consulted prior to the redrafting of 2018 permit regulations. Delays in finalising the CBRTA/SANRAL MoU, hinders the development of the profiling management system.

5. PROGRAMME 2: REGULATORY SERVICES

5.1. 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.

This report is aimed at providing an overview of progress made by the Regulatory Services Division in respect of its implementation of the Divisional Operational Plan.

5.2. 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	Refine tool parameters based on pilot assessment	The model was discussed during a Regulatory Committee workshop held from 14 – 15 June 2017. Management made certain proposals on the refinement of the model, which will be tabled for approval at a forthcoming Regulatory Committee meeting.	Not Achieved	As the actual refinement of the model depends on approval of the proposals made, the situation renders the target unachieved.
Developed and Implemented Operator Compliance Accreditation Scheme (OCAS)	Submit Memorandum of Committee of Transport Officials (COTO) for support	A COTO Memorandum was drafted but not submitted to DoT (COTO secretariat) since it was yet to undergo some Internal processes.	Not Achieved	Memorandum not submitted to COTO secretariat

KPI	Planned Target	Actual Performance	Achieved/Not Achieved	Reason for Non-/over achievement
Percentage of temporary permits issued within pre-determined turnaround times	Reconfiguration and testing of C-BRTS Reporting Application	No work done and the matter will be attended to in the second quarter.	Not Achieved	Lack of engagements between the IT and Regulatory Services divisions.

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

The target that was set for the quarter under review was to refine tool parameters based on pilot assessment. In line with that, the model was discussed during a Regulatory Committee workshop held from 14 – 15 June 2017. Management made certain proposals on the refinement of the model, which will be tabled for approval at a forthcoming Regulatory Committee meeting. As the actual refinement of the model depends on approval of the proposals made, the situation renders the target unachieved.

5.2.2. Developed and Implemented Operator Compliance Accreditation Scheme (OCAS)

The target for the quarter was to submit Memorandum of Committee of Transport Officials (COTO) for support. In this financial year, the major targets for the Division are the COTO/MINMEC Memoranda and development of the Risk Engine for the Operator Compliance Accreditation Scheme.

In the quarter under review, the Unit conducted consultations with other internal Divisions that are involved in the development of the Risk Engine, the South African Revenue Authority and several academic institutions with a view to identify possible similar initiatives that the Agency can leverage for the development of the Risk Engine. The Division also drafted the COTO Memorandum in the quarter for submission in the next COTO meeting.

5.2.3. Percentage of temporary permits issued within pre-determined turnaround times

This target was not achieved and work will start in earnest in the second quarter to reconfigure the reporting application on the permit system.

5.3. 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 annual target of 78 00 permits, translating to a projected target of 19 500 permits per quarter was exceeded by 2 199 to 21 699 in the quarter under review.

Table 1: Goods permit statistics

COUNTRY	APRIL - JUNE 2016		APRIL - JUNE 2017	
	Applications Received	Permits Issued	Applications Received	Permits Issued
Angola	22	26	52	61
Botswana	1 632	2 261	1 552	2 030
DRC	715	1 165	834	1 400
Lesotho	728	954	713	823
Malawi	512	652	542	680
Mozambique	1 771	2 457	1 477	2 104
Namibia	1 227	1 540	1 240	1 564
Swaziland	1 036	1 403	1 002	1 403

Zambia	2 210	3 181	2 272	3 070
Zimbabwe	1 900	2 682	2 035	2 698
Cabotage	0	4	2	6
TOTAL	11 753	16 325	11 721	15 839

There was an overall increase of 86.8% in permits issued for passengers. Twelve (12) permits were issued for cabotage passengers during the month. The table below provides a comparison between permits issued for passenger conveyance for the quarter April - June 2015 and 2016, respectively.

Table 2: Passenger permits statistics

COUNTRY	APRIL - JUNE 2016		APRIL - JUNE 2017	
	Applications Received	Permits Issued	Applications Received	Permits Issued
Angola	0	0	0	0
Botswana	169	185	192	216
DRC	4	5	7	8
Lesotho	191	203	291	328
Malawi	29	33	45	57
Mozambique	1 130	1 082	1 897	1 930
Namibia	46	49	69	75
Swaziland	79	68	369	429
Zambia	16	14	33	35
Zimbabwe	1 163	1 147	1 945	2 123
Cabotage	7	8	12	12
TOTAL	2 834	2 794	4 860	5 213

The number of permits issued for the conveyance of tourists increased by 33.7% during the quarter under review. The table below shows a comparison between tourist permits for the quarter April - June 2015 and 2016, respectively.

Table 3: Tourism permits statistics

COUNTRY	TOURISM			
	APRIL - JUNE 2016		APRIL - JUNE 2017	
	Applications Received	Permits Issued	Applications Received	Permits Issued
	454	484	568	647

Applications referred to Counterparts

COUNTRY	NUMBER OF APPLICATIONS	TYPE OF PERMIT
Botswana	1 application	Taxi
	1 application	Organised Group
Zambia	1 application	Bus
Malawi	1 application	Bus
Namibia	1 application	Taxi
Swaziland	9 applications	Taxis
Mozambique	86 applications	Taxis
Zimbabwe	55 applications	Taxis
	6 applications	Buses
	5 applications	Organised Groups

Applications referred by Counterparts

COUNTRY	NUMBER OF APPLICATIONS	TYPES
Mozambique	53 applications	Goods
	30 applications	Taxis

Referrals are dependent on number of applications lodged.

5.4. Key challenges and corrective action

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

6. PROGRAMME 3: PROFILING SERVICES

6.1 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 should be developed to provide timely, accurate and relevant support to Regulatory Committee.

6.2. 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(2) report was submitted to the Regulatory Committee in April 2017 and provided information regarding law enforcement activities, permits submitted and issued including patterns identified.	Achieved	Not applicable as the target was achieved

6.2.1. Number of Operator and corridor profiling reports for decision making

The target for the quarter was to submit an EXCO recommended Section 39 report to the Regulatory Committee for decision making and was achieved. The Section 39(2) report was submitted to the Regulatory Committee in April 2017 and provided information regarding law enforcement activities, permits submitted and issued including patterns identified. The Section 39 Report is submitted to the Regulatory Committee and contains law enforcement information on a

route basis; general information on traffic flows and tendencies; or any other matters as may be prescribed by the Committee. This information is used by the Committee for decision making.

6.3. Other Programme Priorities

Developed law enforcement profiles of permit applicants for Regulatory Committee Hearings

The Agency conducted surveys in Johannesburg and Hillbrow to identify illegal cross-border operations. Vehicles that have been issued cross-border permits were found to be using non-designated ranking facilities, and this intelligence was used to organise joint law enforcement operations with the Road Traffic Management Corporation (RTMC) and the Johannesburg Metropolitan Police Department.

Joint Law Enforcement Operations

In order to ensure compliance with road transport and traffic legislation, the Agency organises or participates in joint law enforcement operation with other authorities. The following operations were conducted.

- Trans Kalahari Corridor operation outside Jwaneng in Botswana with representatives from Botswana, Namibia and South Africa authorities;
- Two operations in Hillbrow;
- Two operations in Musina; and
- Two operations in Johannesburg.

Statistics

The following statistics on Profiling activities are provided;-

Passenger lists

A total of 4 509 passenger lists were submitted with 2 217 being from taxi operators and 2 292 from bus operators. The passenger lists indicate that 99 229 passengers were transported by the sector.

Consignment notes

A total of 1 649 consignment notes were submitted by freight operators. The information provided shows that goods worth 41 421 tons were transported by these operators.

Expired permits

A total of 5 893 expired permits were returned by freight (4 030), bus (474) and taxi (1 389) operators. A total of 6 210 operators were flagged on the system for failure to return expired permits. This exercise raised a total penalty revenue of R 134 500.

Law Enforcement Data

A total number of 55 545 inspections conducted by Road Traffic Management Corporation on law enforcement as per the MoU with the Agency.

6.4. Key challenges and corrective action

There were no key challenges noted under this programme.

7. PROGRAMME 4: STAKEHOLDER MANAGEMENT

7.1. Introduction

The primary purpose of this function is its strategic role of collaborating with both the primary and secondary stakeholders within the industry with the aim of sectoral transformation especially on freight transportation. Trade and transport facilitation requires strategic engagements with various stakeholders in order to attain the desired state of free-flowing transport along corridors. This programme will therefore drive the development of a strategic engagement model that will inform the establishment of strategic and co-operative relationships with public and private institutions with freight and passenger industry players within South Africa.

The purpose of this function is to facilitate regional integration through a structured campaign that seeks to influence the African agenda for change. The core business of the initiative is centred around stakeholder management based on the fact that it is founded on the philosophy that change can be achieved through peer influence. For the period under consideration, focus will mainly be on identification, analysis and building a model for strategic engagement prior to its implementation. The programme will specifically focus on a broad spectrum of stakeholders across Africa.

7.2. Summary of Programme Performance

KPI	Planned Target	Actual Performance	Achieved/Not Achieved	Reason for Non-/over achievement
Developed and implemented stakeholder management plan	Stakeholder identification and analysis	Stakeholders have been identified and categorised in line with the industry partnership development programme and in the process of analysing them.	Achieved	None as the target was achieved.

KPI	Planned Target	Actual Performance	Achieved/Not Achieved	Reason for Non-over achievement
	Hosted O.R.Tambo International Road Transport Indaba	A mini International Road Transport Indaba (Seminar) was held from the 29-30 May 2017 focusing on the Annual State of Cross Border Operations		
Facilitated the implementation of the SADC protocol and regional agreements	EXCO approved concept document	A Concept Document for the planned regional workshop was drafted during the quarter.	Achieved	None as the target was achieved.
Developed and implemented Industry development strategy	Environmental scanning	The assessment or scanning of the corridors to assess the challenges in the cross-border industry has started with the North-South Corridor with a lot of focus on the Beitbridge border post and the N1 to Musina	Achieved	None as the target was achieved.

7.2.1. Developed and implemented Stakeholder Management Plan

In an effort to improve the cross-border customer satisfaction levels, the Division has identified and categorised stakeholders in order to meet their need. The division has achieved targets set for the quarter under review. Stakeholders have been identified and categorised in line with the

industry partnership development programme and in the process of analysing them. Key Stakeholders have been identified, analysed and a draft categorisation in line with the industry partnership development programme. A list of identified stakeholders has been compiled. This is a work in progress in the sense that some stakeholders have not furnished all details.

7.2.3. Facilitated the implementation of the SADC protocol and regional agreements

In the quarter under review, a Concept Document for the planned regional workshop was developed.

The Research and Development Unit plans to review bilateral cross-border road transport agreements and draft one standard agreement that will be tabled at a regional workshop that will be hosted by the Agency in October 2017.

7.2.4. Developed and implemented Industry development strategy

For the quarter under review, the target was to conduct environmental scanning. The assessment or scanning of the corridors to assess the challenges in the cross-border industry has started with the North-South Corridor with a lot of focus on the Beitbridge border post and the N1 to Musina.

7.3. Other Programme Priorities

Percentage resolution of passenger transport conflicts registered and resolved within 6 months

For the period under review, an internal conflict of Hlanganani Taxi Association was reported and is currently being addressed. In a bid to resolve the conflict, the Division held meetings with the Association, Executive Committee of RSA/ Mozambique Route Committee and National Cross-Border Transport Organization (NCBTO) on 22 May 2017, 01 June and 07 June 2017 respectively.

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

NO constraints were carried over from the last quarter (quarter 4 of 2016/17 financial year). This quarter only two (2) constraints were recorded. The matters were that, South African freight operators are being harassed and penalised by Zimbabwean officials for not having a chain on the prop shaft of the vehicles. This matter was resolved with an official response received from the Ministry of Transport in Zimbabwe and feedback was communicated to the operators.

Secondly, the Zimbabwe Vehicle Inspection Department (VID) has been accused of refusing foreign currency and only accepting payments in Zimbabwe Bond Notes. This matter has been resolved and response was also forwarded to operators.

Provincial consultations with freight, tourist and passenger operators

The division conducted engagements/ consultations with the following key transport stakeholders during the period under review:

Participated and consulted various Tour operators at Tourism Indaba on 16-18 May 2017.

- Mbombela Taxi Association on 14 June 2017
- Six freight companies based in Nelspruit at their area of operations on 14-15 June 2017
- Two Tourism Associations on 12 and 30 June 2017 respectively.

7.4. Key challenges and corrective action

There were no challenges experienced by the programme during the quarter under review.

8. PROGRAMME 5: RESEARCH AND DEVELOPMENT

8.1. Introduction

The main purpose of the division is to provide advisory and strategic support by driving execution initiatives within the area(s) of project management and research. This function will focus on providing value added research advisory services and promoting a high performance culture within the Agency. Information generated by the programme will serve as guidelines for policy development and serve to guide decision making across various functions within the Agency. The programme further plays a significant role in enhancing the visibility of the Agency and positions it to achieve its objectives as outlined in the strategy.

8.2. Summary Programme Performance Information

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	Data gathering and Environmental Scanning. Project Charter and framework development, chapter 1 of Report. Progress report submitted to EXCO and Technical Workshop	Achieved	None, as target was achieved
Number of country profiles developed	EXCO approved progress report for Swaziland country profile	Data gathering and analysis, stakeholder consultations, chapter 2 of the Report	Achieved	None, as target was achieved
Developed model to calculate transit and cost of delays at commercial border posts	EXCO approved Cross Border Flow calculator charter	A Cross-Border Flow calculator charter developed and submitted to EXCO for approval	Achieved	None, as target was achieved

8.2.1. Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders

The Annual State of Cross-Border Road Transport Report provides advice and consolidated information to the Minister of Transport, the Department of Transport and other key stakeholders in the trade and transport value chains. The ASCBOR articulates challenges facing the cross-border road transport sector, corridor performance indicators, developments in the trade and transport sectors, initiatives that may be implemented to address the identified challenges and action plans, and funding frameworks for the identified initiatives, amongst others.

In the quarter under review, the Division finalised the project charter, the framework of the report that guides the structure of the final report and the project plan. The Division also conducted environmental scanning and commenced data gathering in the quarter. Meanwhile, the Division commenced the development of the report and chapter one of the report was completed in the quarter.

8.2.2. Number of country profiles developed

In this financial year, the target for the Division is to develop two Country Profiles for Swaziland and Botswana. The Country Profile for Swaziland is due at the end of quarter 2 whilst the Country Profile for Botswana is due at the end of quarter 4.

In the quarter under review, the Division finalised the project charter, the framework of the country profile that guides the structure of the final report and the project plan. The Division commenced data gathering and the development of the country profile and chapter one and two of the report were completed in the quarter.

8.2.3. Developed model to calculate transit and cost of delays at commercial border posts

In this financial year, the target for the Division is to develop a Cross Border Flow Calculator that will be used to calculate transit times at border posts and to estimate the economic impact of the delays, and piloting of the calculator.

In the quarter under review, the Division conducted environmental scanning, data gathering and analysis and finalised the project charter and the project plan.

8.3. Other Programme Priorities

Linking Africa Plan

In this financial year, the target for the Division 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.

In the quarter under review, the Division presented the LAP concept to key stakeholders in the region, conducted literature review, preliminary environmental scanning, developed the LAP concept paper, held several technical discussions that were focused on refining the concept paper, developed and presented the framework to the Review Committee and the CEO and developed a stakeholder engagement plan for stakeholders that will be consulted towards the development of the Plan. The Division also commenced and sustained the collating of data and drafting of the Plan as per the revised framework.

Research Projects

The research projects below were undertaken during the quarter:

- **Pilot Developed Model (2016) to estimate the cost of doing business on the NSC, MDC and TKC Corridors:** The Division developed a Model for estimating the cost of doing cross-border road transport business in the 2015-16 financial year. The target for the Division in the financial year is to pilot the Model. In the quarter under review, the Division finalised the project charter and project plan.
- **Establishment of cross-border road transport trade volumes passing through 19 commercial border posts between South Africa and neighbouring countries:** The Division is tasked to establish the traffic (vehicles and goods) volume and value of goods that are transported through the 19 commercial border posts into and from South Africa by cross-border road transport.

In the quarter under review, the Division finalised the Project charter and the framework of the report. The Division also conducted environmental scanning, literature review and consultations with stakeholders with the aim of identifying potential sources of the required data.

- **Development of an integrated passenger transport regulation model:** The Division is tasked to develop an Integrated Passenger Transport Regulation Model with recommendations for improving passenger transport regulation. In the quarter under review, the Division conducted environmental scanning, data gathering and literature review. The Division finalised a report with recommendations and a workshop was conducted with management on the recommendations of the report.
- **Assessment of cross border passenger infrastructure facilities at origin and destination points and key nodal points:** The Division is tasked to conduct assessment of cross-border road passenger transport infrastructure facilities at key nodal points and ranking facilities in support of the regulatory work of the Agency. The outcomes of the route assessments are submitted to the Regulatory Committee. In the quarter under review, the Division conducted assessments of infrastructure on three routes, one to Mozambique, one to Zimbabwe and the other one to Lesotho.
- **Assessment of road crashes involving cross border road transport vehicles (crashes stats, strategies to reduce accidents, role of CBRTA):** The report articulates information on road accidents that involves cross-border road transport vehicles i.e. both South African and foreign vehicles. The report also identifies strategies that may be implemented for reducing accidents especially with respect to cross-border road transport. It is envisaged that the outcomes of this project will provide invaluable input to discussions that will be held with respective countries in the region. In the quarter under review, the Division finalised the project charter and project plan. The Division also identified relevant stakeholders that will provide the required data and initiated data gathering.
- **Information Dissemination Bulletins:** Information dissemination bulletins 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. In the quarter under review, the Division finalised the project charter and project plan. The Division also completed the first quarter Information Dissemination Bulletin.

- **Determination of the role of the C-BRTA towards the implementation of the National Road Safety Strategy:** The C-BRTA is one of the key players in the road safety environment and therefore plays its part in the implementation of the National Road Safety Strategy (NRSS). This report identifies and synthesizes the roles that the Agency should play i.e. specific roles and areas of responsibilities of the Agency in the implementation of the NRSS. In the quarter under review, the Division finalised the project charter and project plan.
- **Present at least 4 presentations and or publications at relevant conferences in the financial year:** The Division is tasked to enhance the visibility of the Agency through presentations at relevant conferences, workshops and seminars as well as through publications.

The target for the Division is to present at least 6 papers in the financial year. In the quarter under review, five presentations were conducted: 1 presentation on the ASCBOR 2016-17 presented at Cross-Border Road Transport Seminar in Durban, 1 presentation on the Role of Corridors in Economic Development presented at Cross-Border Road Transport Seminar in Durban, 1 on Linking Africa Plan presented at Cross-Border Road Transport Seminar in Durban, 1 Presentation on The Operator Compliance Accreditation Scheme Presented at the ITS South Africa Conference and 1 Presentation on the assessment of how governance structure related bottlenecks affecting the performance of transport corridors, using a case study of the Beira Corridor at the COMESA Third Annual Research Forum in Kigali, Rwanda. Two papers were also finalised in the quarter and will be presented at the Southern African Transport Conference in July 2017.

Industry Development Projects

The following Industry Development Projects were undertaken:

- **Operators assisted to get cross-border permits:** The Agency had sessions with four prospective cross-border operators. Two of these consultations were for provision of information. One operator was assisted to obtain permits for two buses. The Agency also assisted a representative of women owned association on proving the need at the Regulatory Committee hearings. Although the engagements took place in the last quarter of 2016/17, the Agency conducted the route verification exercise the first quarter of 2017/18 and compiled a report to the Regulatory Committee recommending that the permits be granted to the association. A total of sixteen permits were issued to sixteen members (one permit each) of the association in May 2017.
- **Facilitate participation of 4 operators in existing coaching, mentoring and incubation programmes:** The Agency had consultations with the African Women in Supply Chain Association to explore mentoring opportunities for cross-border operators. Engagements are on-going.
- **October Transport Month Initiative:** The Agency has identified the Makgobistad community for the October Transport Month Initiative. Engagements with the Tribal Authority have been initiated and preparations for the event are on-going.

8.4. Key challenges and corrective action

The Industry Development unit was impacted by capacity in terms of human resources. There are currently only three personnel in the unit to deal with the increased workload. The Operational Plan was based on the full staff compliments.

Since the migration of law enforcement to the Road Traffic Management Corporation at the beginning of the financial year, the number of inspections conducted and compliance to legislative requirements have decreased. The Agency is engaging the Road Traffic Management Corporation to develop a plan for frequent joint law enforcement operations to improve visibility and compliance.