

HR & ADMIN

100.00%

PROGRAMME PERFORMANCE INDICATOR		ANNUAL TARGET	Q3 TARGETS				REASON(S) FOR NON / OVER-ACHIEVEMENT	ACTUAL PERFORMANCE	SOURCE OF EVIDENCE
1.1.4.1	Percentage improvement in organisational culture	100% Implementation of the prioritised culture change recommendations from the snap survey	Progress report linked to approved implementation plan submitted to Board for noting	<input checked="" type="checkbox"/>	Achieved	KPI Achieved		Progress was reported and noted by the Board in December 2016	Board Submission for Progress report linked to approved implementation plan Progress report linked to approved implementation plan
1.1.4.2	Facilitate the migration of the Road Transport Inspectorate function to RTMC	Migration of Road Transport Inspectorate function to RTMC	Progress report linked to approved implementation plan submitted to Board for noting	<input checked="" type="checkbox"/>	Achieved	KPI Achieved		Progress was reported and noted by the Board in December 2016	Board Submission for Progress report linked to approved implementation plan Progress report linked to approved implementation plan

NB: An indicator is only achieved when all its targets have been met

FINANCE & SCM

0.00%

PROGRAMME PERFORMANCE INDICATOR		ANNUAL TARGET	QUARTERLY PERFORMANCE				SOURCE OF EVIDENCE	
			Q3 TARGETS			REASON(S) FOR NON / OVER-ACHIEVEMENT		ACTUAL PERFORMANCE
1.2.1	Developed and implemented new revenue streams as per financial sustainability strategy	Revised financial sustainability strategy implemented cross-border user charges as a new revenue stream	Submitted progress report on the implementation of financial sustainability strategy to the Board for noting	<input type="checkbox"/>	Not Achieved	KPI Not Achieved	<p>The introduction of cross border charges requires active participation of the Department of Transport as a policy maker and buy-in from various government stakeholders who might be impacted by the introduction of the charges. The Agency prepared letters for the signatures of the Director-General and for dissemination to the various government stakeholders informing them of the need to consult on the introduction of stakeholders. These letters are not yet signed. The Department reported to the Joint Committee that it is planning to conduct a national impact assessment to assess the impact of introducing cross border charges.</p> <p>A comprehensive business case was developed and submitted to the Department at the beginning of the financial year. A joint task team was established comprising of officials from the Department and C-BRTA to work on the project. The Agency drafted a project plan aligned to the annual performance plan for consideration however the task team ceased to exist and has not met since the beginning of the second quarter. The approval of the project plan was going to enable the Agency to start consultation with various stakeholders including Department of Trade & Industry, Department of Tourism, SARS, National Treasury and the Department of Internal Relations and Cooperation.</p> <p>Letters were drafted in the previous quarter for the signature of the Director-General and for dissemination to these stakeholders informing them of the need to consult on our intention to introduce cross border charges.</p> <p>Follow-ups were made with the Office of the Director-General during the quarter and these stakeholders are still not yet informed accordingly. Efforts are being made to arrange a meeting with the Office of the Director-General</p>	<p>Board Submission for progress report on the implementation of financial sustainability strategy</p> <p>Progress report on the implementation of financial sustainability strategy</p>

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OCIO

0.00%

PROGRAMME PERFORMANCE INDICATOR		ANNUAL TARGET	QUARTERLY PERFORMANCE						
			Q3 TARGETS			REASON(S) FOR NON / OVER-ACHIEVEMENT	ACTUAL PERFORMANCE	SOURCE OF EVIDENCE	
1.3.1	Developed and implemented new business system	Developed and piloted new permit system at Head Office	Submitted progress report as per project plan to the Board for noting	<input type="checkbox"/>	Not Achieved	KPI Not Achieved	Progress Report was not submitted. During quarter 2 a decision was taken by Board to develop the enterprise architecture (EA) for the CBRTA prior to implementing the Permit System. This target was thus put on hold until the EA project is completed. As such no progress report for the New Permit system was submitted for this quarter.	Implementaton plan to be updated with latest development. The Progress report has been approved by Exco and noted by Board accordingly	Board submission for the progress report of the project plan on piloted new permit system Progress report as per project plan
1.3.2	Optimise Technology Foundation	Upgraded Technology Platforms	Submitted progress report as implementation plan to the Board for noting	<input type="checkbox"/>	Not Achieved	KPI Not Achieved	Progress report has been approved by Exco and noted by Board accordingly however the process to procure the required infrastructure is delayed and not in accordance to the plan	TOR for the back-end and front end upgrade defined and pending BAC consideration	Board submission for the progress report on Upgraded Technology Platforms Progress report as per implementation plan

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GOVERNANCE & LEGAL

50.00%

PROGRAMME PERFORMANCE INDICATOR		ANNUAL TARGET	QUARTERLY PERFORMANCE						
			Q3 TARGETS			REASON(S) FOR NON / OVER-ACHIEVEMENT	ACTUAL PERFORMANCE	SOURCE OF EVIDENCE	
1.4.1	Implemented fraud and corruption prevention programmes	60 % fraud and corruption programmes implemented	20% fraud and corruption programmes implemented	<input checked="" type="checkbox"/>	Achieved	KPI Achieved		<p>Awareness campaigns were conducted in 4 regional offices and an operator workshop was held in Gauteng.</p> <p>The focus of the awareness campaign and operator workshop was on whistle blowing policy, Anti-Corruption Strategy, Integrity Management Framework, gifts policy and safe reporting mechanisms.</p> <p>20,83% was achieved in the quarter resulting to a cumulative year-to-date achievement of 47,49%</p>	Register of fraud and corruption programmes implemented.
1.4.2	Developed Business Case on cross-border comprehensive levying of cross-border charged	Submitted a draft legislative proposal on comprehensive levying of cross-border user charges	Board approved Draft legislative proposal on comprehensive levying of cross-border user charges	<input type="checkbox"/>	Not Achieved	KPI Not Achieved	<p>Target not met due to the project requiring Ministerial approval to engage governmental stakeholders. It is anticipated that the target will be met in the new financial year.</p>	<p>Follow-ups were made with the Office of the Director-General during the quarter under review to enable support on consultation with government stakeholders .</p>	<p>Board resolution / minutes extract</p> <p>Board approved Draft legislative proposal on comprehensive levying of cross-border user charges</p>

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REGULATORY SERVICE

50.00%

PROGRAMME PERFORMANCE INDICATOR		ANNUAL TARGET	QUARTERLY PERFORMANCE						
			Q3 TARGETS			REASON(S) FOR NON / OVER-ACHIEVEMENT	ACTUAL PERFORMANCE	SOURCE OF EVIDENCE	
2.1	Implemented scientific tool used by the Regulatory Committee to manage supply and demand cross-border passenger transport	Impact assessment on the three (3) main corridors	Conducted impact assessment	<input type="checkbox"/>	Not Achieved	KPI Not Achieved	The refinement of the model, on the piloted corridors (Malawi and Zimbabwe), can only be executed post the pilot assessment which will be at the end of February 2017. Zambia indicated that passenger transport is liberalised (deregulated) and will therefore not be able to pilot the model in the absence of an approved national policy on routing.	Model is being piloted on the Malawi and Zimbabwe route for a period of 6 months ending February 2017.	Impact assessment report Regulatory Committee submission for Impact assessment report
		Refinement of the scientific tool	Refine the MAR tool	<input type="checkbox"/>	Not Achieved				
2.2	Developed and Implemented Operator Compliance Accreditation Scheme (OCAS)	National Feasibility Assessment	Draft National Feasibility Assessment Report	<input checked="" type="checkbox"/>	Achieved	KPI Achieved	Achieved and progress is on track.	Draft National Feasibility Assessment Report.	Draft National Feasibility Assessment Report Extract of EXCO minutes

ROAD TRANSPORT INSI

100.00%

PROGRAMME PERFORMANCE INDICATOR		ANNUAL TARGET	QUARTERLY PERFORMANCE						
			Q3 TARGETS			REASON(S) FOR NON / OVER - ACHIEVEMENT/	ACTUAL PERFORMANCE	SOURCE OF EVIDENCE	
3.1	Percentage increase in the number of inspections conducted	5% increase in the number of inspections baseline	58 534 number of inspections conducted	<input checked="" type="checkbox"/>	Achieved	KPI Achieved	Enhanced operations during October Transport Month and Festive Season operations.	83 384 inspections conducted. The percentage increase achieved was 42.45% (58 543 -83 384/58 543*100).	Quarterly consolidated inspection report
3.2	Number of key findings reports on inspections and prosecutions	4 Law enforcement reports (Section 39 (2))	Submitted law enforcement report (Section 39 (2)) to the Board for noting	<input checked="" type="checkbox"/>	Achieved	KPI Achieved	Over achievement can be linked to October Transport Month Campaign and the festive period.	The Law Enforcement Section 39(2) report as submitted and noted by the Board.	Board submission of Law enforcement report Law enforcement report

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FACILITATION AND INDUSTRY DEVEL

100.00%

Programme Performance Indicator		ANNUAL TARGET	QUARTERLY PERFORMANCE						
			Q3 TARGETS			REASON(S) FOR NON / OVER -ACHIEVEMENT/	ACTUAL PERFORMANCE	SOURCE OF EVIDENCE	
4.1	% of operator constraints addressed within 6 months	70% of operator constraints addressed within 6 months of reporting	Submitted progress report on operator constraints addressed and resolved within 6 months to the Board for noting	<input checked="" type="checkbox"/>	Achieved	KPI Achieved		71.42% achieved this quarter. Progress Report on Operator Constraints submitted to Board for noting	Board Submission of Report on operator constraints addressed to Board Report on operator constraints addressed
4.2	% resolution of passenger transport conflicts registered and resolved within 6 months	70% of operator transport conflicts resolved within 6 months of reporting	Submitted progress report on resolution of passenger transport conflicts registered to the Board for noting	<input checked="" type="checkbox"/>	Achieved	KPI Achieved		33% achieved this quarter. Progress Report on Operator Conflicts submitted to Board for noting	Board Submission of report on resolution of passenger transport conflicts registered to the Board Report on resolution of passenger transport conflicts registered
4.3	Number of Industry Partnership Development Plan (IPDP) recommendations implemented	4 stakeholder forums	Submitted Board stakeholder forum reports for noting	<input checked="" type="checkbox"/>	Achieved	KPI Achieved		Progress Report on Municipality Stakeholder Forum submitted to Board for noting	Board Submission on stakeholder forum reports Stakeholder forum reports

NB: An indicator is only achieved when all its targets have been met

OFFICE OF THE CEO

 100.00%

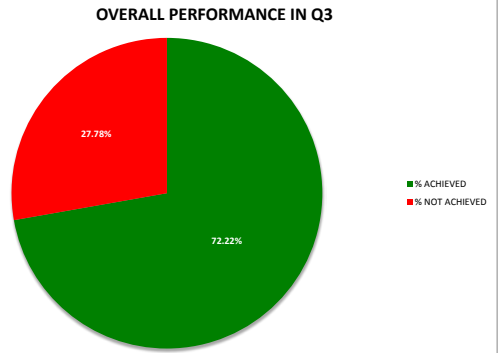
PROGRAMME PERFORMANCE INDICATOR		ANNUAL TARGET	QUARTERLY PERFORMANCE						
			Q3 TARGETS			REASON(S) FOR NON / OVER-ACHIEVEMENT	ACTUAL PERFORMANCE	SOURCE OF EVIDENCE	
5.1	Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders	1 ASCBOR report to the minister and other stakeholders	Submitted Progress report on ASCBOR to the Board for noting	<input checked="" type="checkbox"/>	Achieved	KPI Achieved		The Progress Report for ASCBOR was submitted to the Board for noting	Board submission for progress report on ASCBOR Progress report on ASCBOR
5.2	Number of country profiles developed or updated	2 country (Malawi and Lesotho) profiles developed	Progress Report on the development of the country profile (Lesotho)	<input checked="" type="checkbox"/>	Achieved	KPI Achieved		The Progress Report for the Lesotho Country Profile was submitted to the Board for noting	Progress Report on the development of the country profile (Lesotho) Extract of EXCO minutes
5.3	Percentage achieved on client satisfaction survey conducted on freight and passenger (taxis and buses) operators	65% customer satisfaction achieved	1 survey conducted on freight transport operators	<input checked="" type="checkbox"/>	Achieved	KPI Achieved		Survey conducted on Freight Operators	Survey report on freight transport operators
5.4	Number of initiatives to increase C-BRTA's visibility	4 presented papers at transport conferences	At least one (1) paper presented at transport conferences	<input checked="" type="checkbox"/>	Achieved	KPI Achieved		One presentation each at the 23rd World Congress on Intelligent Transport Systems 2016, the 3rd Connecting Africa Conference, the 3rd International Conference on Transportation in Africa, and the National Traffic Indaba 2016	Papers/ presentation delivered at conferences Programmes/ confirmation of speakers

ANNEXURE A - DASHBOARD

NO.	STRATEGIC OBJECTIVE	PROGRAMME PERFORMANCE INDICATOR	ANNUAL TARGET	Q3 TARGET(S)	FY 2016/17 - Q3 PERFORMANCE			72.22%
					TARGET ACHIEVED/ NOT ACHIEVED	KPI ACHIEVED/ NOT ACHIEVED	REASON FOR NON-ACHIEVEMENT	
1.1.1	Develop, implement and sustain a high performance culture in the organisation	Percentage improvement in organisational culture	100% Implementation of the prioritised culture change recommendations from the snap survey	Progress report linked to approved implementation plan submitted to Board for noting	Achieved	KPI Achieved		Board Submission for Progress report linked to approved implementation plan Progress report linked to approved implementation plan
1.1.2	To ensure the financial viability and sustainability of the C-BRTA	Facilitate the migration of the Road Transport Inspectorate function to RTMC	Migration of Road Transport Inspectorate function to RTMC	Progress report linked to approved implementation plan submitted to Board for noting	Achieved	KPI Achieved		Board Submission for Progress report linked to approved implementation plan Progress report linked to approved implementation plan
		Developed and implemented new revenue streams as per financial sustainability strategy	Revised financial sustainability strategy Implemented cross-border user charges as a new revenue stream	Submitted progress report on the implementation of financial sustainability strategy to the Board for noting	Not Achieved	KPI Not Achieved	The introduction of cross border charges requires active participation of the Department of Transport as a policy maker and buy-in from various government stakeholders who might be impacted by the introduction of the charges. The Agency prepared letters for the signatures of the Director-General and for dissemination to the various government stakeholders informing them of the need to consult on the introduction of stakeholders. These letters are not yet signed. The Department reported to the Joint Committee that it is planning to conduct a national impact assessment to assess the impact of introducing cross border charges.	Board Submission for progress report on the implementation of financial sustainability strategy Progress report on the implementation of financial sustainability strategy
1.1.3	Integration of IT systems	Developed and implemented new business system	Developed and piloted new permit system at Head Office	Submitted progress report as per project plan to the Board for noting	Not Achieved	KPI Not Achieved	Progress Report was not submitted. During quarter 2 a decision was taken by Board to develop the enterprise architecture (EA) for the CBRTA prior to implementing the Permit System. This target was thus put on hold until the EA project is completed. As such no progress report for the New Permit system was submitted for this quarter.	Board submission for the progress report of the project plan on piloted new permit system Progress report as per project plan
		Optimise Technology Foundation	Upgraded Technology Platforms	Submitted progress report as implementation plan to the Board for noting	Not Achieved	KPI Not Achieved	Progress report has been approved by Exco and noted by Board accordingly however the process to procure the required infrastructure is delayed and not in accordance to the plan	Board submission for the progress report on Upgraded Technology Platforms Progress report as per implementation plan
1.1.4	Prevent fraud and corruption	Implemented fraud and corruption prevention programmes	60 % fraud and corruption programmes implemented	20% fraud and corruption programmes implemented	Achieved	KPI Achieved		Register of fraud and corruption programmes implemented.
1.1.5	Introduce and implement regulated competition of cross border movements	Developed Business Case on cross-border comprehensive levying of cross-border charges	Submitted a draft legislative proposal on comprehensive levying of cross-border user charges	Board approved Draft legislative proposal on comprehensive levying of cross-border user charges	Not Achieved	KPI Not Achieved	Target not met due to the project requiring Ministerial approval to engage governmental stakeholders. It is anticipated that the target will be met in the new financial year.	Board resolution / minutes extract Board approved Draft legislative proposal on comprehensive levying of cross-border user charges
		Implemented scientific tool used by the Regulatory Committee to manage supply and demand cross-border passenger transport	Impact assessment on the three (3) main corridors Refinement of the scientific tool	Conducted impact assessment Refine the MAR tool	Not Achieved Not Achieved	KPI Not Achieved KPI Not Achieved	The refinement of the model, on the piloted corridors (Malawi and Zimbabwe), can only be executed post the pilot assessment which will be at the end of February 2017. Zambia indicated that passenger transport is liberalised (deregulated) and will therefore not be able to pilot the model in the absence of an approved national policy on routing.	Impact assessment report Regulatory Committee submission for Impact assessment report
2.1	Improve compliance with road transport legislation	Developed and Implemented Operator Compliance Accreditation Scheme (OCAS)	National Feasibility Assessment	Draft National Feasibility Assessment Report	Achieved	KPI Achieved	Achieved and progress is on track.	Draft National Feasibility Assessment Report Extract of EXCO minutes
3.1	Improve compliance with road transport legislation	Percentage increase in the number of inspections conducted	5% increase in the number of inspections baseline	58 534 number of inspections conducted	Achieved	KPI Achieved	Enhanced operations during October Transport Month and Festive Season operations.	Quarterly consolidated inspection report
		Number of key findings reports on inspections and prosecutions	4 Law enforcement reports (Section 39 (2))	Submitted law enforcement report (Section 39 (2)) to the Board for noting	Achieved	KPI Achieved	Over achievement can be linked to October Transport Month Campaign and the festive period.	Board submission of Law enforcement report Law enforcement report
4.1	Establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives	% of operator constraints addressed within 6 months	70% of operator constraints addressed within 6 months of reporting	Submitted progress report on operator constraints addressed and resolved within 6 months to the Board for noting	Achieved	KPI Achieved		Board Submission of Report on operator constraints addressed to Board Report on operator constraints addressed
		% resolution of passenger transport conflicts registered and resolved within 6 months	70% of operator transport conflicts resolved within 6 months of reporting	Submitted progress report on resolution of passenger transport conflicts registered to the Board for noting	Achieved	KPI Achieved		Board Submission of report on resolution of passenger transport conflicts registered to the Board Report on resolution of passenger transport conflicts registered
		Number of Industry Partnership Development Plan (IPDP) recommendations implemented	4 stakeholder forums	Submitted Board stakeholder forum reports for noting	Achieved	KPI Achieved		Board Submission on stakeholder forum reports Stakeholder forum reports
5.1	Proactively provide value added advisory services to Minister of Transport and other relevant stakeholders on cross border matters in the sector	Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders	1 ASCBOR report to the minister and other stakeholders	Submitted Progress report on ASCBOR to the Board for noting	Achieved	KPI Achieved		Board submission for progress report on ASCBOR Progress report on ASCBOR
5.2		Number of country profiles developed or updated	2 country (Malawi and Lesotho) profiles developed	Progress Report on the development of the country profile (Lesotho)	Achieved	KPI Achieved		Progress Report on the development of the country profile (Lesotho) Extract of EXCO minutes
5.3	Promote C-BRTA's reputation	Percentage achieved on client satisfaction survey conducted on freight and passenger (taxis and buses) operators	65% customer satisfaction achieved	1 survey conducted on freight transport operators	Achieved	KPI Achieved		Survey report on freight transport operators
5.4	Position C-BRTA's brand and ensure visibility and awareness	Number of initiatives to increase C-BRTA's visibility	4 presented papers at transport conferences	At least one (1) paper presented at transport conferences	Achieved	KPI Achieved		Papers/ presentation delivered at conferences Programmes/ confirmation of speakers

LEGEND
■ Certainty that the target will not be achieved or was not achieved in the planned timeframes – major remedial action and urgent intervention is required
■ Target achieved
■ Target not due in the quarter

OVERALL PERFORMANCE FOR Q3		72.22%
YEAR TO DATE PERFORMANCE BEFORE INCORPORATION OF RECOVERED PERFORMANCE FROM Q3		64.81%
YEAR TO DATE PERFORMANCE AFTER INCORPORATION OF RECOVERED PERFORMANCE FOR Q1 & Q2		74.07%



PROGRAMME	Q3				
	KPI(S) PER DIVISION	ACHIEVED	STATUS	%ACHIEVED	%NOT ACHIEVED
1 HR and Admin	2	2	100%	100%	0%
2 OCIO	2	0	0%	0%	100%
3 FINANCE & SCM	1	0	0%	0%	100%
4 GOV & LEGAL	2	1	50%	50%	50%
5 REGULATORY	2	1	50%	50%	50%
6 RTI	2	2	100%	100%	0%
7 FID	3	3	100%	100%	0%
8 OCEO	4	4	100%	100%	0%
9 OVERALL PERFORMANCE	18	13			

