CROSS·BORDER
ROAD TRANSPORT AGENCY

Annual Performance Plan 2020-21

Regulati n

Facilitati n

Law Enf rcement

Advis ry

Table of Contents

Executive Authority Statement **2**

Accounting Authority Statement **3**

Official Sign-Off **4**

Part A: Our Mandate 5

1. Constitutional Mandate **6**

2.2 Legislative And Policy Mandates **7**

2.1 Legislative Mandates **7**

2.2 Policy Mandates **8**

2.3 Institutional Policies And Strategies Over the 2020-2025 Planning Period **9**

3. Relevant Court Rulings **11**

Part B: Our Strategic Focus 12

1. Vision, Mission And Values **13**

2. Situation Analysis **14**

3. External Environment Analysis **15**

4. Internal Environmental Analysis **20**

Part C: Measuring Our Performance 24

1. Institutional Programme Performance Information 25

2. Programme Outputs, Output Indicators and Annual Targets 25

3. Programme Performance Information 27

3.1. Programme 1: Regulatory Services 27

3.2. Programme 2: Law Enforcement 30

3.3. Programme 3: Facilitation 35

3.4. Programme 4: Research And Advisory 42

3.5. Programme 5: Administration 45

4. Programme Resource Considerations 62

5. Key Risks 64

Index of Tables

Table 1: Policy Mandates 8

Table 2: Extract from the SADC Guidelines on Harmonisation and Facilitation of Cross Border Transport Operations across the Region During the COVID-19 Pandemic, Nos 3.1 and 3.2 15

Table 3: PESTELE Analysis 17

Table 4: Stakeholder Mapping 19

Table 5: Agency's current employment equity status and targets 20

Table 6: Agency's current employment equity status and targets 21

Table 7: SWOT Analysis 22

Table 8: Outputs, Output Indicators & Annual Targets for all Programmes ..25

Table 9: Outcomes, Outputs, Performance Indicators & MTEF Targets 27

Table 10: Output Indicators: Annual and Quarterly Targets 28

Table 11: Programme 1 Resource Consideration 28

Table 12: TID for Indicator 1.1 29

Table 13: Outcomes, Outputs, Performance Indicators and MTEF Targets 30

Table 14: Output Indicators: Annual & Quarterly Targets 31

Table 15: Programme 2 Resource Consideration 32

Table 16: TID for indicator 2.1 33

Table 17: TID for Indicator 2.2 34

Table 18: Outcomes, Outputs, Performance Indicators and MTEF Targets 36

Table 19: Outputs indicators; Annual & Quarterly Targets 37

Table 20: Programme 3 Resource Consideration 38

Table 21: TID for Indicator 3.1 39

Table 22: TID for Indicator 3.2 40

Table 23: TID for Indicator 3.2 41

Table 24: Outcomes, Outputs, Performance Indicators and MTEF Targets 42

Table 25: Output indicators: Annual & Quarterly targets for programme 4 43

Table 26: Programme 4 Resource Consideration 43

Table 27: TID for Indicator 4.1 44

Table 28: Outcomes, Output, Performance Indicators and MTEF Targets 46

Table 29: Output Indicators: Annual & Quarterly Targets 48

Table 30: Programme 5 Resource Consideration 50

Table 31: TID for indicator 5.1 51

Table 32: TID for indicator 5.2 52

Table 33: TID for indicator 5.3 53

Table 34: TID for indicator 5.4 54

Table 35: TID for indicator 5.5 55

Table 36: Summary of Changes to approved 2020/21 Targets 56

Table 37: Budget Allocation by nature of expenditure as per the ENE and / or EPRE. 62

Table 38: Budget Allocation for programme and sub-programmes as per the ENE and / or EPRE. 63

Table 39: Key Risks and Mitigation 64

Table of Figures

Figure 1: Vision, Mission & Values 13

Figure 2: Problem Statement 23

Executive Authority Statement

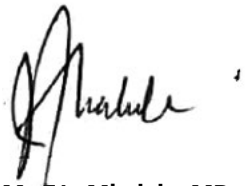
In the wake of Covid19 pandemic that hit the entire world, it became critical to revisit the Annual Performance Plan (APP) for 2020/21 that was just adopted by parliament in March 2020. As this plan serves as a vehicle for implementation of the Strategic Plan for 2021-2025 that was developed in consideration of various policy directives, it further seeks to address the most glaring economic challenges through implementation of the Cross-Border Road Transport Agency (C-BRTA) mandate.

The Agency is mandated to facilitate the unimpeded flow of cross border road transport movement between South Africa and her neighbouring Southern African Development Community (SADC) Member States. The intent to deliver on the Mandate of the Agency whilst making a meaningful contribution towards enabling economic development, regional trade and integration in the SADC region is evident in the outputs are outlined in this plan. The implementation of programmes in this plan will value chain efficiency, reduce operational constraints and corridor delays thereby affording the Agency the realisation of its desired impact.

The revision on this plan therefore took into consideration possible means that the Agency can contribute towards minimising possible undesirable implications of Covid19 virus. It remains the Agency's priority to plan in consideration of various trends in the cross-border road transport industry and Government priorities as outlined in the Medium-Term Policy Framework (MTSF) for 2020-2024 administration cycle. Like other Government entities, the C-BRTA carries a responsibility of advancing South Africa's goals as articulated in the National Development Plan (NDP) and Agenda 2030 whilst it operates efficiently and sustainably.

I am pleased to note that management is committed to keeping the Agency sustainable given that it has in previous years been challenged by funding issues. This plan reflects good intervention to explore possibilities of keeping the Agency sustainable through exploring other means of generating revenue as well as efficient operations which I believe will contribute to service levels that will benefit operators that we serve. I therefore endeavour to support the Agency in such initiatives.

As the Executive Authority, I therefore endorse this Annual Performance Plan. I also commit to monitor and continuously assess the progress made towards the delivery of the programmes herein.



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

Accounting Authority Statement

The Cross-Border Road Transport Agency (C-BRTA) is mandated to provide advice, regulation, facilitation and law enforcement in respect of the cross-border road transport. This mandate positions the Agency as a key enabler in advancing regional economic growth and social development. The growing need for advancement of transport facilitation cannot be under-estimated. In view of the increasing volume of goods, services and passenger movement across South African's borders to our neighbouring countries within the region, the C-BRTA plays a pivotal role in facilitating cross-border trade within the region, thereby promoting socio economic development and regional integration.

Development of this APP was based on the Strategic Plan for 2021-2025 that was crafted in line with the Mandate, current Government's priorities and various policies that impact on cross border operations. As Government responds to the call to save lives whilst trying to find means to boost the economy following the undesirable impact of Covid19, the Agency also had to heed the call and revise the plan that was adopted for the current financial year. This APP therefore responds to current challenges within the cross-border road transport industry in the region whilst it continues to priorities the value to be derived by cross-border operators in course of conducting business in transport and trade space.

As sustainability of the Agency remains a concern, this plan also seeks to ensure that the Agency continues to seek alternative revenue streams for ensuring financial sustainability. I am confident that implementation of programmes as articulated in this plan will not only benefit primary stakeholders but will further advance Governments Priority 7 of creating a better Africa as well as to significantly contribute to the achievement of C-BRTA's desired impact.

I therefore endorse the 2020/21 APP as a vehicle guide for implementation of 2021-2025 Strategic Plan.

Mr M. Ramathe
Accounting Authority
Cross Border Road Transport Agency

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Transport under the guidance of Minister F.A Mbalula.
- Considers all the relevant policies, legislation and other mandates for which the Cross-Border Road Transport Agency (C-BRTA) is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Cross-Border Road Transport Agency (C-BRTA) will endeavour to achieve over the 2020/21 period.

Mr P Meyer
Acting Executive Manager: Regulatory Services

Mrs T. Shilowa
Chief Information Officer

Mr A. Nemavhidi
Acting Executive Manager: Corporate Services

Mr S Dyodo
Executive Manager: Stakeholder Relations

Mrs V.B. Mtshweni
Acting Executive Manager: Research and Advisory

Ms R. Hlabatau
Chief Financial Officer

Mr A.N. Maepa
Chief Operations Officer

Mr L. Mboyi
Acting Chief Executive Officer

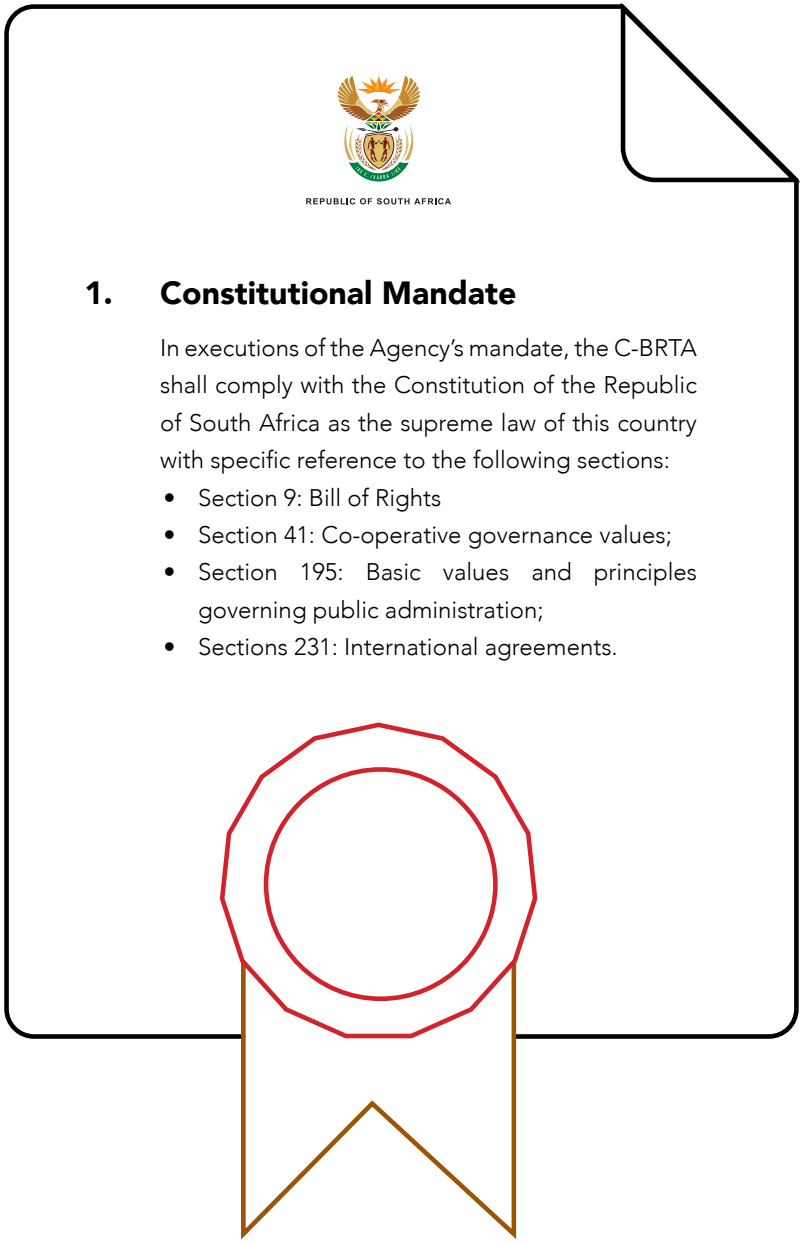
Mr M. Ramathe
Accounting Authority

APPROVED BY:

Mr F.A. Mbalula, Minister
Executive Authority

Part A:
Our Mandate

Part A: Our Mandate



2. Legislative and Policy Mandates

2.1. Legislative Mandates

2.1.1 Cross-Border Road Transport Act

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

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

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

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

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

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

2.1.4 Tourism Act, 3, of 2014

The Tourism Act provides for the development and promotion of sustainable tourism for the benefit of the republic, its residents and its visitors. The Agency has the mandate to conduct law enforcement regarding compliance to road traffic regulations in the tourism sector.

2.1.5 Disaster Management Act, 57 of 2002

This Act provides for an integrated and co-ordinated disaster management policy that focuses on preventing or reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery; the establishment of national, provincial and municipal disaster management centres; disaster management volunteers; and matters incidental thereto.

2.2 Policy mandates

This is mainly an outline of policies that the C-BRTA is directly responsible for implementing, managing or overseeing.

Policy Mandate	Key Alignments
The Seven Apex Priorities translated to Medium Term Strategic Framework for 2019-2024	• Priority 1: Economic Transformation and Job Creation • Priority 2: Education, Skills and Health • Priority 3: Consolidating the Social Wage through Reliable and Quality Basic Services • Priority 4: Spatial Integration, Human Settlements and Local Government • Priority 5: Social Cohesion and Safe Communities • Priority 6: A Capable, Ethical and Developmental State • Priority 7: A better Africa and World These priorities are coupled with DoT's five strategic thrusts as follows: 1. Safety as an enabler of service delivery 2. Public transport that enables social emancipation and an economy that works 3. Infrastructure build that stimulates economic growth and job creation 4. Building a maritime nation, elevating the oceans economy 5. Accelerating transformation towards greater economic participation
SADC Protocol on Transport, Communications and Meteorology	• Develop harmonised road transport policy providing for equal treatment, non-discrimination and reciprocity. • Liberalise market access for road freight operators.
Bilateral Agreements between South Africa and Malawi, Mozambique, Zambia and Zimbabwe	• Promote and facilitate cross-border road freight and passenger. • Simplify existing administrative requirements: Harmonisation. • Ensure compliance to regulations.
1996 White Paper on National Transport Policy	• Identifies the broad goal of transport being to achieve smooth and efficient interaction that allows society and the economy to assume their preferred form and play a leadership role as a catalyst for development. • The Paper also sets out the transport vision of the Republic to provide safe, reliable, effective, efficient, and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers among others.

Policy Mandate	Key Alignments
SACU MoU	• Provides for facilitation, maintenance of effective road transport arrangements and equitable shares in road transportation with a view to supporting trade in the Customs Union; • The C-BRTA in this regard works towards a common goal of improving cross border road transport sector and its operations.
Trans Kalahari Corridor (TKC) MoU	• Provides for promotion of effective and integrated management of the TKC. • The TKC was established with a view to improve regional trade and economic development through efficient transport. • Improving the efficiency of transportation is brought about by the reduction of constraints and bottlenecks whilst at the same time reducing externalities, improving market access and improving productivity.
International convention on the harmonisation of frontier controls of goods, of 1982	• Designed to enhance the harmonisation and facilitation of efficient road transport movements.

Table 1: Policy Mandate

2.3 Institutional Policies and Strategies over the 2020-2025 Planning Period

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

2.3.1 Influential Policies and Strategies in the Transport Space

- **White Paper on Transport Policy** that seeks to establish a transport system that achieves the objectives of the National Development Plan (economic development, regional integration, regional trade).
- **Road Transport Policy** seeks to achieve a road transport system that is underpinned by streamlined regulatory framework that include quality regulation, regional harmonisation of standards and market liberalisation. The policy also prioritises programmes that support road infrastructure preservation and the use of technology towards enhancing law enforcement.
- **National Freight Logistics Strategy** seeks to establish a road freight transport system that is underpinned by the need to eliminate constraints faced by cross-border road transport operators at border posts and transport corridors,

- **Road Freight Strategy** seeks to achieve a road transport system that is underpinned by an effective regulatory and institutional framework, quality regulation in domestic and cross-border sectors,
- **National Road Safety Strategy** seeks to implement safe systems approach to road safety as well as to improve coordination, institutional strengths and road safety data systems. It is geared to eliminate fraud and corruption, ensure adequate funding and capacity, enhance the use of technology to protect road users as well as to enable regular road safety audits on new and existing infrastructure. It further ensures vehicles on the road network are roadworthy and improve enforcement effectiveness.
- **Green Transport Strategy** – this strategy seeks to support the contribution of the transport sector to the social and economic development of the country. It also encourages innovative green alternative transformations in the sector to assist with the reduction of harmful emissions and negative environmental impacts associated with transport systems.
- **Maritime Transport Strategy** – the strategy is geared to enhance port infrastructure development and expansion, port handling capacity, blue economy and transformation.
- **Rail transport strategy** – it seeks to respond to the need to shift of rail friendly cargo from road to rail transport.

2.3.2 New developments at the regional transport space

- **Tripartite Transport and Transit Facilitation Programme (TTTFP)** – The overall strategic objective of this programme is to facilitate the development of a more competitive, integrated and liberalised regional road transport market in the Tripartite region. It aims to reduce the high cost of trade in the Tripartite and assists national governments to address trade barriers and reduce transit times and transaction costs along strategic corridors.

  The programme has four key result areas namely:
  - **Result 1:** Implementation of Tripartite Vehicle Load Management Strategy;
  - **Result 2:** Establishment of a Transport Register Information Platform System (TRIPS) through an ICT system which enable information sharing;
  - **Result 3:** Implementation of harmonised vehicle regulations and standards, and
  - **Result 4:** Improved efficiency of regional transport corridors.
- **Operator Compliance Accreditation System(OCAS)** – This is a regulatory tool that will be used for the successful implementation of quality regulations, standards, systems and minimum regulatory requirements.
- **X-Border RTMS** – this is a proposed self-regulation for cross-border road transport operations that will enhance operators' ability to respond to quality regulation.
- **Linking Africa Plan** – seeks to address transport and trade regulatory issues, harmonise cross-border trade and transport governance matters, create conditions of predictability for cross-border road transport operators and other stakeholders in the value chain.
- **CBRT-RF** – Cross-Border Road Transport Regulators Forum was established to drive harmonisation and ensure constant engagements and coordination towards implementing LAP and other initiatives.
- **Inland border posts improvement** – Continued establishment of One Stop Border Posts (OSBPs) in the region in addition to Chirundu between Zambia and Zimbabwe, i.e. Kazungula, Kasumbalesa, Lebombo, Mamuno.
- **SADC Guidelines on Harmonisation and Facilitation of Cross Border Transport Operations across the Region During the COVID-19 Pandemic** – these guidelines were developed to minimize the spreading of COVID-19 virus among communities, nations and globally. The objectives of these guidelines are to:
  - Limit the spread of COVID-19 through transport across borders;
  - Facilitate the implementation of transport related national COVID-19 measures in cross border transportation;
  - Facilitate interstate flow of goods and services;

- Institute safe measures to allow movement of passengers across borders;
- Balance, align, harmonise and coordinate COVID-19 response measures with the requirements for trade and transport facilitation;
- Promote safe trade and transport facilitation for economic growth and poverty alleviation in the SADC region; and
- Facilitate the adoption and implementation of harmonised Standard Operating Procedures for Management and Monitoring of Cross Border Road Transport at Designated Points of Entry and Covid-19 Checkpoints.

- **Sea Ports Improvement**
  - Port of Durban – port expansion and maintenance work.
  - Walvis Bay – expansion and capacity improvement.
  - Port of Mombasa - expansion and capacity improvement.
  - Maputo Port - expansion and capacity improvement.
  - Network improvement and expansion programmes in various corridors linking the region e.g. TKC and Dar Es Salaam and NSC sections.
  - Smart Corridors Initiative that aims is to facilitate trade through simplification of transport administrative processes and accelerating information exchange to reduce transport time and cost across the African continent and more specifically for landlocked countries.
- **Authorised Economic Operator Traveller Trader Programme (AEO)** – eeks to facilitate legitimate trade, reinforce safety and security, harmonize and standardize the application of customs controls. It further provides an electronic environment for trade facilitation which involves accreditation and certification of stakeholders in the trade value chain, whereby:
  - SARS is leading the implementation of Preferred Trader Programme;
  - Department of Home Affairs (DHA) is leading implementation of Trusted Traveller Programme;
  - C-BRTA is part of the working group for implementation of AEO/ Preferred Trader;
  - AEO Missing Link: Transport leg – an example of relevant initiatives is OCAS.

3. Relevant Court Rulings

There have been no relevant court rulings however, there is a current pending court case by the Road Freight Association (RFA) against the Minister of Transport and the C-BRTA relating to the 2014 permit tariffs regulations. The matter has since been dormant and the RFA and C-BRTA are in discussions to conclude on the matter.

Part B:
Our Strategic Focus

Annual Performance Plan 2020/21

1. Vision, Mission and Values

Our Vision

Leading economic cross border road transport
regulator facilitating unimpeded flow of goods and people across African continent.

Our Mission

To drive an integrated African continent
through excellence in cross border road transport economic regulation,
law enforcement, advisory and facilitation of unimpeded flow of goods and people.

Figure 1: Vision, Mission and Values

Our Values

Accountability, Integrity, Reliability, Effectiveness, Efficiency and Social responsibility

AIREES	**The values, abbreviated "AIREES" are the core priorities of the Agency's culture. The Agency will endeavour to attract and retain individuals who subscribe to the value below:**
Accountability	we are transparent, answerable and responsible
Integrity	we are professional, honest, fair and so not tolerate crime, fraud and corruption
Reliability	we are dependable, trustworthy and value our customers
Efficiency	we are innovative and passionate about performance
Effectiveness	we achieve our set goals and objectives with desired outcomes
Social responsibility	we seek to contribute towards the greater good of our country and continent by supporting social development and economic growth

2. Situational Analysis

The cross-border industry operations are impacted by various policies that are applicable to the trade and transport sectors. This makes it critical to refer to such policies and to determine the effects that such policies may have on the implementation of the strategy/plan under development. In the past two planning cycles, the Agency prioritised on making itself relevant to its clients through enhancing value-add. This was in response to an outcry by operators who expressed displeasure in service delivery. The approaches that were adopted turned the situation around as it was evident in the Agency's overall improvement in performance over the past three years.

It is important to appreciate that a region or a country's ability to compete in world markets, growing economics and fostering industrialisation is strongly influenced by its ability to move goods, services and people quickly, safely and cost effectively. Hence the need to address constraints facing the cross-border road transport industry in the Tripartite. Repositioning C-BRTA as a strategic resource of Government and regional player in the trade facilitation and regional integration environment remain a priority.

In the wake of various developments in transport facilitation and regional integration, the Agency is geared to continue to seek relevance and to meaningfully contribute towards the realisation of various policies' goals. The role that transport corridors in the facilitation of movement of traffic and in linking smaller economies should be considered. Their importance and relevance are more visible in the case of the African continent, where they are critical in linking many fragmented economies to create a bigger and stronger African market that can compete with other global players.

Just after concluding on its new direction for the current cycle, the Agency was suddenly presented with the challenge of contributing to and responding to the regional wide policies to curb the rate of the spread of Covid19 Pandemic. The Agency remains aware of the critical role that it needs to play to minimise the spread. It is therefore of critical for the Agency to recognise the roles of various stakeholders in fulfilling different mandates for purposes of smooth operations in the industry. Political leadership, mainly the Transport Ministry of South Africa and those of its neighbouring countries, i.e. Botswana, Mozambique, Swaziland, Lesotho, Namibia, and Zimbabwe are critical to successful operations of cross border trade and transport.

3. External Environmental Analysis

3.1. The Implication of COVID 19 Pandemic on Cross Border Operations

The breaking out of the Corona Virus – Covid19 pandemic across the globe called for a swift move to put in place policies that will inform for cross border operations that should be carried out across the regions. The SADC Guidelines on Harmonisation and Facilitation of Cross Border Transport Operations stipulates procedures for cross border transportation that are to be adhered to. There are two guidelines that have direct bearing to the Agency's operations and revenue stream. Below is an extract of the two procedures:

a. Regulation of trade and transport

All goods, cargo and services shall be allowed to flow between Member States while observing public health measures on safe trade. Priority shall be given to:

i. Food;
ii. Medical equipment and medicines, including medical supplies and Personal Protection Equipment;
iii. Fuel, including coal;
iv. Agricultural inputs and supplies;
v. Chemicals, packaging, equipment, spares, maintenance materials and ancillary products used in the production and processing of food products
vi. Security, emergency and humanitarian relief services; and
vii. Other goods and products as may be agreed among and between Member States and notified to the Secretariat, who should upload the information on the SADC Website.

b. Cross Border Road Passenger Transport

To resume Inter-State movement of persons by buses/minibuses or other vehicles and allow for provision of Special Cross Border Permits mutually agreed and recognised between the country of origin, country of destination and country/ies of transit:

i. Citizens and residents returning to home countries / places of residence will be subject to local regulations on screening and testing and may be subjected to isolation and quarantine if deemed necessary;
ii. The following will be subjected to local regulations on screening only according to local regulations unless in the screening they show symptoms of COVID-19 then they shall be subjected to isolation and quarantine if deemed necessary:
iii. Security, emergency and humanitarian relief services as may be agreed between Member States;
iv. Engineering and maintenance support services (including engineers and support staff) supporting the production of goods; and
v. Transportation of work crews and teams under special arrangements between Member States (e.g. teams working on cross border transport projects such as Kazungula Bridge and One Stop Border Post).

Table 2: Extract from the SADC Guidelines on Harmonisation and Facilitation of Cross Border Transport Operations across the Region During the COVID-19 Pandemic, Nos 3.1 and 3.2

3.2. South African Road Network, Corridors and Value-Chain – Implications for Cross-Border Operations

Southern Africa has inherent road transport challenges that extend to the cross-border industry. The transport sector did not receive the kind of focus it deserved, hence the inadequate funding allocated to infrastructure construction and maintenance. This tendency is still noted in poorly maintained road sections and missing links along regional road transport corridors that result in time delays and additional transport costs for cross-border road transport operators.

Further to the above are various infrastructure deficiencies as Africa is the least integrated continent from a physical and economic point of view. All strategic road transport corridors that traverse through the Tripartite region faces numerous hard and soft infrastructure challenges that require urgent intervention.

The above challenges culminate in delays, traffic congestion, long transit times, reduced safety and generally high cost of doing business, arguably a key contributor to the low level of intra-African trade, which is estimated at around 16% (Export-Import Bank of India report: 2018). Given Africa's geographical landscape, it becomes clear that improved transport services will stimulate trade to reduce the vulnerability of African economies to external shocks.

The Corona virus has just added to the existing challenges. In line with the guidelines that were set as part of strategies to minimise the spread of Covid19 pandemic, there is a need to limit passenger movements across borders. Given the fact that the statistics related to Covid19 infections determines various measures to be taken, it is not even easy to consider a definite strategy for the rest of the cycle as the pandemic calls for close monitoring and responding to various dynamics as they prevail at a given time.

3.3. Initiatives Impacting on Cross Border Operations

In addition to the policies that influence strategy development are some initiatives across Africa that must be considered. Some of the initiatives are:

- **African Continental Free Trade Area –** Progressive elimination of tariffs; progressive elimination of non-tariff barriers; enhancing the efficiency of customs, trade facilitation and transit; cooperation on technical barriers to trade and sanitary and phytosanitary; development and promotion of regional and continental value chains; socio-economic development; diversification and industrialisation across Africa.
- **African Union Agenda 2063 –** Free movement of people, capital, goods and services; necessary infrastructure will be in place to support Africa's accelerated integration and growth, technological transformation, trade and development; trade facilitation resulting in intra-Africa trade growing
- **Sea Port traffic –** There is emerging competition from massive investments in expansion programmes at Walvis Bay, Maputo, Beira and Dar Es Salaam; Potential traffic migration from RSA ports (Durban/Cape Town) and Investment in rail network from Dar Es Salaam to Zambia.
- **Establishment of One Stop Border Posts (OSBPs) –** there are more OSBPs being establish in the region in addition to Chirundu between Zambia and Zimbabwe. These are Kazungula between Botswana, Zambia and Zimbabwe, Kasumbalesa between Democratic Republic of Congo, Lebombo between South Africa and Mozambique as well as Mamuno between South Africa and Botswana.

3.4. PESTELE Analysis

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

External Factors	Impact on Cross Border Industry
Political	The South African political environment is often clouded by corruption, mismanagement, political intolerance, popular protests and violence. One of the biggest challenges for political leadership is to address inequality in the country. This situation makes it difficult to win the support and confidence of private sector and investors. The above challenges often underlie the uncoordinated and disjointed implementation of regional protocols, treaties, agreements and regionally agreed programmes and projects.
Economical	The current economic situation in the Southern Africa is partly characterized by insufficient financial resources for full implementation of mandates and systems. Scarce capital result in weakening of institutions as they are underfunded and lack the capacity to administer their mandates and therefore fail to resolve challenges facing the transport system. There are various hard and soft infrastructure inefficiencies at border posts, including: • Inadequate approach roads to border posts; • Lack of and/or insufficient signage; • Inefficient border management systems; • Inadequate parking within border precincts; • Inadequate space for inspection of cross-border vehicles Insufficient funds for infrastructure maintenance and construction has become a major contributor to challenges that hinder economic growth. This situation is currently worsened by the plight of Covid19 as the pandemic reduced demand and disrupted normal business operations. The SA Reserve bank projected the economy to contract by 0.2 percent in 2020, then rise by 1.0 percent in 2021 and 1.6 percent in 2022.
Social	There is varying and inadequate skills levels within public sector transport institutions. Improvement of the situation may be gloom due to the expected negative implications of Covid19 on the economy. Whilst there has been a sense of limited private sector participation in the road transport and trade industries, there are no chances of improvement as the private sector was the hardest hit by the virus.

External Factors	Impact on Cross Border Industry
Technological	There is mainly outdated and inappropriate Information and Communications Technology (ICT) for the exchange of information. Lack or low levels of ICT slows exchange of information and creates opportunities for corruption since too much paperwork required for compliance verification. The challenge of the spread of Covid19 calls for ICT based approaches to minimize contact and transmission of Covid19 virus across all sectors. This will have to also apply to cross border operations.
Legal	The regulatory environment is basically fragmented and this result in unharmonized legislations, systems, regulations and standards. Overlapping mandates and functions also culminate in unnecessary competition between transport regulators. Diversity of the regulatory framework is the main cause of conflicting national and regional priorities in terms of legislation, planning and implementation. This fragmentation is visible in: • Discrepancy in the level of Road User Charges (RUC) imposed on cross-border road transport operators; and • Varying regulatory requirements between member states that result in market access restrictions, which inhibit free movement of goods within and between African countries
Environmental	Although South Africa is one of the most popular tourism destinations in the world, it faces some environmental challenges such as water pollution, air pollution, land degradation, solid waste pollution, and deforestation. The Corona virus makes an additional environmental challenge that has compromised the tourism and travel aspects with serious implications for cross border operations and revenue generation for the Agency

Table 3: PESTELE Analysis

3.5. C-BRTA Stakeholder Prioritisation

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

Considering the challenges that were identified, stakeholder management should be given priority. For that purpose, stakeholder mapping, analysis and prioritization were conducted as follows:

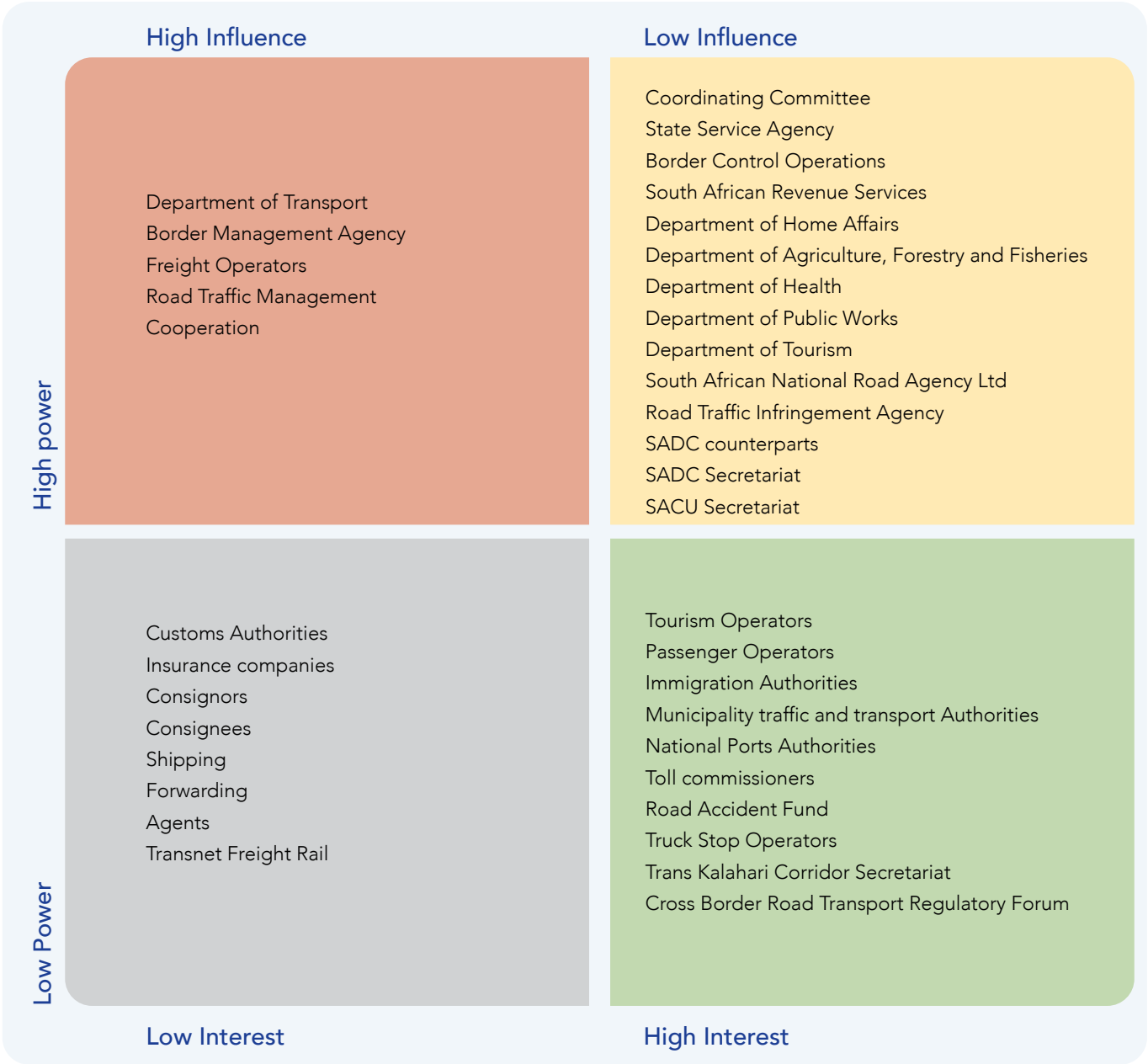


Table 4: Stakeholder Mapping

4. INTERNAL ENVIRONMENTAL ANALYSIS

4.1. C-BRTA's Competency to deliver on the Mandate

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

Human Resources and Capacity

The current staff component is one hundred and fifty three (153), of which 22% are professional qualified staff, 34% skilled and 26% are semi-skilled. The Agency is committed to development of its staff and therefore determined to provide relevant training to the 4% of staff members that are not skilled. The Agency will continue to make efforts to meet the necessary requirements in relation to employment equity. Although the employment equity targets were not achieved as of December 2019, the Agency has a fair representation of women whereby 47% of skilled professionals, 45 % of senior managers and 34% of top management are women. The tables below highlight the Agency's current employment equity status and targets.

Levels	**Male**							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	3	0	0	0	0	0	0	0
Senior Management	8	0	0	0	0	0	2	0
Professional qualified	15	4	1	0	1	0	1	0
Skilled	14	3	0	0	1	0	0	0
Semi-skilled	9	0	1	0	0	0	0	0
Unskilled	2	0		0		0	0	0
Total	**51**	**7**	**2**	**0**	**2**	**0**	**3**	**0**

Table 5: Equity Targets and Employment Equity Status - Males

Levels	Female							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	2	0	0	0	0	0	0	0
Senior Management	6	0	0	0	2	0	0	0
Professional qualified	13	8	1	0	0	0	2	0
Skilled	35	5	2	0	1	0	1	0
Semi-skilled	21	0	2	0	0	0	3	0
Unskilled	4	0	0	0	0	0	0	0
Total	**81**	**13**	**5**	**0**	**3**	**0**	**6**	**0**

Table 6: Equity Targets and Employment Equity Status - Women

4.2. Status of compliance with BBBEE Act

The Agency is currently in the process of grading BBBEE standards. Through its Supply Chain processes, the Agency play a role in contributing to the realisation of equity and equality. There is a fair proportion of women in the top leadership positions, senior management and management levels. The Agency is currently working on its status in relation to women and people with disabilities given that there is a gap in that regard. The table below indicate the demographics in terms of gender and race per occupational level.

4.3. Status in responding to interventions relating to target groups

The Agency in responding to interventions relating to women, youth and people with disabilities has over the years implemented initiatives that targeted women and youth in border towns. Those women and youth have involved in the data gathering for some of the Agency's research projects and a stipend being extended to those individuals.

4.4. SWOT Analysis

Strengths

- Legislative and internal policies
- The only cross border transport Regulatory
- Facilitation process for signing of Bilateral and multilateral agreement in the region
- Relevant ICT facilities to enable staff to work remotely

Weaknesses

- Outdated and disintegrated IT System(s)
- Cross border permit is not a requirement at the border.
- Centralisation of permit applications
- Unknown brand domestically
- ICT infrastructure gap require additional budget when revenue is decreasing

Threats

- Unsustainable financial
- 4th Industrial Revolution
- Act is not amended to accommodate changes that are taking place in cross border space.
- Illegal cross border operation
- Political instability in the SADC Region
- Infrastructure development in other countries leading to cargo moving from South Africa to those countries
- The establishment of BMA and its cut-crossing mandate
- Covid19 Lockdowns in response of rate of spread
- Decrease in revenue due to decreased permit sales resulting from prohibited passenger transport at borders.

Opportunities

- Tripartite, Transport and Trade Facilitation Programme (TTTFP) and the Africa counter Freight Agreement
- Rebranding and marketing of C-BRTA domestically as an Economic Regulator.
- Partnership with SARS and BMA - (making the permit requirement at the border)
- Rollout of the new integrated management system

Table 7: SWOT Analysis

4.5. Problem Statement

The Situation Analysis conducted assisted in terms of identified gaps that exists and to find possible solutions. The C-BRT Act was used as a point of reference as it clearly articulates the rationale for C-BRTA's existence as follows; -

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

The problem was identified to be:

Figure 2: Problem Statement

Part C:
Measuring Our Performance

Annual Performance Plan 2020/21

1. Institutional Programme Performance Information

In line with the desired impact of "Comprehensive, consistent and viable economic regulation of the cross-border road transport industry that enhances continental integration and trade". The Agency have the following five (5) Programmes that are aligned to its Mandate:

- PROGRAMME 1: Regulatory Services;
- PROGRAMME 2: Law Enforcement;
- PROGRAMME 3: Facilitation;
- PROGRAMME 4: Research & Advisory; and
- PROGRAMME 5: Administration

2. Programme Outputs, Output Indicators and Annual Targets

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

Programme	Output	Output Indicator	Annual Target
Regulatory Services	Implemented quality regulation	Developed and implemented Operator Compliance Accreditation System (OCAS)	Refined OCAS registration module
Law Enforcement	Implemented smart Law enforcement	Efficient smart law enforcement	Piloted smart law enforcement vehicle
	Implemented C-BRTA road safety strategy	Developed and implemented C-BRTA road safety strategy	Approved C-BRTA road safety strategy
Facilitation	Harmonised cross border road transport policies	Percentage implementation of harmonised cross border road transport policies	Implemented 20% of the SADC Protocol and other agreements on cross border related matters
	Growing participation of target groups in the freight and tourism cross border road transport industry	Number of participating target groups in the freight and tourism cross border road transport industry	Established baseline of participating target groups in the freight and tourism cross border road transport industry
	Cross border road transport charges	Developed and implemented cross border road transport charges model	Developed cross border road transport charges pricing model

Programme	Output	Output Indicator	Annual Target
Research & Advisory	Cross border road transport and trade facilitation information platform	Developed and implemented cross border road transport and trade facilitation information platform	Established information platform
Administrtion	Commercialised information	Implemented strategy on commercialised information	Approved Curriculum
	Effective permit issuance system	Implemented cross border management system	Operational iCBMS (Online and front office permits issued via new iCBMS) and integrated platform implemented
	Enhanced performance culture	Implemented culture enhancements initiatives	Implemented prioritised culture initiatives
	Improved brand and visibility	Developed and implemented Integrated Communication Strategy	Implemented approved Integrated Communication Strategy
	COVID 19 Regulations Compliant	Implemented COVID 19 improvement initiatives	Monitored implementation of COVID 19 improvement plan

Table 8: Outputs, Output Indicators & Annual Targets

3. Programme Performance Information

3.1. Programme 1: Regulatory Services

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

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

3.1.1. Outcomes, Outputs, Performance Indicators and Targets per Programme

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

No.	Outcome	Outputs	Outcome Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
1.1	Enhanced regulatory regime by implementing quality regulation[1]	Implemented quality regulation	Developed and implemented Operator Compliance Accreditation System (OCAS)	Board approved National Feasibility report	Board approved draft legislative proposal	EXCO approved OCAS implementation Manuals	Developed OCAS Registration Platform	Refined OCAS registration module	Piloted OCAS certification and accreditation modules	Piloted profiling and risk modules

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

Table 9: Outcomes, outputs, performance indicators & targets

3.1.2 Output Indicators, Annual and Quarterly Targets

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

No.	Outcome Indicator	Annual Target	Q1	Q2	Q3	Q4
1.1	Developed and implemented Operator Compliance Accreditation System	Refined OCAS registration module	Identified pilot participants	Consulted with sector players	Piloted the registration module	Refined the registration module

Table 10: Output Indicators: annual and quarterly targets

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

- **Implemented quality regulation:** This output will assist the Agency in achieving its outcome of enhancing the regulatory regime in that implementation of the Operator Compliance Accreditation System(OCAS) would be a step to achieving the implementation of quality regulations. OCAS refers to the mechanism that the Agency intends to use for application of quality regulation. It is an initiative that was seen fit to enhance regulatory efficiency, compliance to road transport regulations, road safety, and unimpeded flow of cross-border road transport and to reduce operational constraints faced by cross-border road transport operators.

3.1.4 Programme Resource Consideration

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

Output	Expenditure			Current Budget	Medium-Term Expenditure Estimates		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Implemented quality regulation Regulated Market Access	16 307	16 086	18 331	25 173	28 897	31 101	33 489

Table 11: Programme Resource Consideration

Technical Indicator Descriptors

Indicator 1.1

Indicator Title	**Developed and implemented Operator Compliance Accreditation System**
Definition	• Operator Compliance Accreditation System (OCAS) is a mechanism that the Agency intends to use to implement quality regulation through certifying and licensing of cross border road transport operators. • In order to certify and licence operators, there is need for refining of the registration module. • Registration module is one of the modules of OCAS that outlines the requirements for registration and procedures to be followed for executing operator registration
Source of data	• Assessment of registration module performance based on information obtained from operators and registration outcomes • Project Plan • Registration module refinement report.
Method of calculation/ assessment	Qualitative - Assessment of the registration module pilot
Means of verification	• Project team approved Project Plan • EXCO noted Consultation report • EXCO noted Pilot Reports • Refined registration module
Assumptions *(what needs to happen before the indicator is achieved, e.g. Policy approvals, appointment of certain positions)*	• Alignment of OCAS to MCBRTA • Sufficient pilot resource allocation • Training of relevant officials for piloting • Operator cooperation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	**Quarter 1:** Identified pilot participants **Quarter 2:** Consulted with sector players **Quarter 3:** Piloted the registration module **Quarter 4:** Refined the registration module
Indicator Responsibility	Executive Manager: Regulatory Services

Table 12: TID for Indicator 1.1

3.2 Programme 2: Law Enforcement

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

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

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

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

No.	Outcome	Outputs	Outcome Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
2.1	Improved compliance to cross border road transport regulation	Implemented smart Law enforcement	Efficient[2] smart[3] law enforcement	-	-	-	-	Piloted smart law enforcement vehicle	Procured other smart law enforcement tools	Efficient law enforcement operations
2.2	Safe and reliable cross border road transport	Implemented C-BRTA road safety strategy	Developed and implemented C-BRTA road safety strategy	-	-	-	-	Approved C-BRTA road safety strategy	Implemented of C-BRTA road safety strategy	Implemented C-BRTA road safety strategy

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

Table 13: Outcomes, Outputs, Performance Indicators and MTEF Targets

3.2.2 Output Indicators, Annual and Quarterly Targets

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

No.	Outcome Indicator	Annual Target	Q1	Q2	Q3	Q4
2.1	Efficient smart law enforcement	Piloted smart law enforcement vehicle	Smart Law Enforcement concept paper	Delivery and branding of smart law enforcement vehicle	Piloted smart Law enforcement vehicle in one commercial border.	Piloted smart Law enforcement vehicle in two commercial borders.
2.2.	Developed and implemented C-BRTA road safety strategy	Approved C-BRTA road safety strategy	Drafted C-BRTA road safety strategy	Draft C-BRTA road safety strategy	Updated Draft of the C-BRTA road safety strategy	EXCO approved C-BRTA road safety strategy

Table 14: Output Indicators: Annual & Quarterly Targets

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

- **Efficient smart Law enforcement:** The Agency desires to enhance its efficiency in law enforcement through application of smart techniques. This is a shift from manual and paper-based environment to a digital high technology approach that if accurately applied will imply high accuracy and quick turn-around times. The real time information that will be used from smart law technology will be integrated from the different law enforcement systems. That will enable efficient and smart law enforcement implementation and thereby improve compliance with relevant laws and regulations over the years.

- **Implemented C-BRTA road safety strategy:** The Agency intends to drive a focused cross border road safety intervention that contribute towards the fight against road carnages through encouraging compliance with relevant SADC laws and regulations. The strategy is mainly based on the Pillar 4 of the National Road Safety Strategy i.e. Safer Road Users. This pillar mainly focuses on programmes that will improve behaviour of road users, improve enforcement effectiveness which will ultimately improve protection of road users and decrease the road fatalities that currently negatively affecting our communities.

3.2.4 Programme Resource Consideration

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

Output	Expenditure			Current Budget	Medium-Term Expenditure Estimates		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Implemented smart Law enforcement Implemented C-BRTA road safety strategy	78 287	23 592	37 178	39 596	30 845	35 735	33 949

Table 15: Programme 2 Resource Consideration

Technical Indicator Descriptors
Indicator 2.1

Indicator Title	**Efficient smart law enforcement**
Definition	This means that the Agency will utilise high technology and electronic devices/tools in its law enforcement initiatives that will achieve the highest levels of compliance with the limited capacity at its disposal.
Source of data	Concept paper/ feasibility report on smart law enforcement Implementation Plan Delivery note/ proof of delivery of vehicle Proof of branding of vehicle Pilot reports
Method of calculation/ assessment	Quantitative – processes finalised in the delivery of smart law enforcement vehicle Qualitative – piloting of smart law enforcement vehicle
Means of verification	• EXCO approved Concept paper/ feasibility report on the smart law enforcement tools; • EXCO approved implementation Plan including the selected commercial border posts for piloting • Proof of delivery and branding of vehicle • Pilot reports
Assumptions	• Concept paper approved • Budget availability
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	**Quarter 1:** Smart Law Enforcement concept paper. **Quarter 2:** Delivery and branding of smart law enforcement vehicle in preparation for Piloting **Quarter 3:** Piloted smart Law enforcement vehicle in one commercial border. **Quarter 4:** Piloted smart Law enforcement vehicle in two commercial border.
Indicator Responsibility	Executive Manager: Research and Development

Table 16: TID for indicator 2.1

Indicator 2.2

Indicator Title	**Developed and implemented C-BRTA road safety strategy**
Definition	This means the development of the C-BRTAs road safety strategy that is aligned to the National Road Safety Strategy
Source of data	• National Road Safety Strategy • NRSS Implementation Plan • Changing Lanes, Moving South Africa Forward, A Strategic Perspective towards 2024
Method of calculation/ assessment	Qualitative – processes finalised in the procurement of smart law enforcement tools and training of inspectors
Means of verification	C-BRTAs approved Road Safety Strategy EXCO Resolution
Assumptions	Budget availability
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	**Quarter 1:** Drafted C-BRTA Road Safety Strategy **Quarter 2:** Consulted with relevant stakeholders **Quarter 3:** Updated Draft of the C-BRTA road safety strategy **Quarter 4:** EXCO approved C-BRTA road safety strategy
Indicator Responsibility	Executive Manager: Research and Development

Table 17: TID for Indicator 2.2

3.3 Programme 3: Facilitation

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

- **Operator Relations** is a sub-programme responsible for the establishment of structures, conduct consultations by engaging with stakeholders, handle complaints and conflicts among operators and identify peaceful solutions or agreements among cross border road transport associations in conflicts emanating from competition for transport routes.
- **Stakeholder Management** is a sub-programme is responsible for establishing and maintaining cooperative and consultative relationships and structures with stakeholders in the three spheres of government, as well as with those SADC counterparts that have an interest in the cross-border road transport value chain.
- **Industry Development** focuses on enhancing development of the industry through direct participation in industry related initiatives and the implementation of initiatives aimed at enhancing industry development.

3.3.1 Outcomes, Outputs, Performance Indicators and Targets per Programme

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

No.	Outcome	Outputs	Outcome Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
3.1	Harmonised[4] economic regulations	Harmonised cross border road transport policies	Percentage implementation of harmonised cross road transport policies	-	Workshopped SADC protocol and regional agreement	EXCO approved assessment report on the level of compliance with the SADC Protocol and regional agreements	Monitor implementation of the SADC protocol and regional agreements.	Implemented 20% of the SADC Protocol and other agreements on cross border related matters	Implemented 30% of the SADC Protocol and other agreements on cross border related matters	Implemented 40% of the SADC Protocol and other agreements on cross border related matters

No.	Outcome	Outputs	Outcome Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
[4] *Harmonised means reduction of diversity of economic regulations that exists amongst the member states.*										
3.2	Increased participation by historical disadvantaged individuals	Growing participation of target groups in the freight and tourism cross border road transport industry	Percentage increase in the number of participating target groups in the freight and tourism cross border road transport industry	-	-	-	-	Established baseline of participating target groups in the freight and tourism cross border road transport industry	1% increase in the number of participating women, youth and people with disabilities in the freight and tourism cross border road transport industry	1% increase in the number of participating women, youth and people with disabilities in the freight and tourism cross border road transport industry
3.3	Fair[5] operating environment for cross border road transport operators	Cross border road transport charges	Developed and implemented cross border road transport charges model	-	-	-	-	Developed cross border road transport charges pricing model	Implemented cross border charges	Socio-Economic Impact Assessment
[5] *Fair means that there is a balance in terms of operating conditions for all cross border road transport operators.*										

Table 18: Outcomes, Outputs, Performance Indicators and MTEF Targets

3.3.2 Output Indicators, Annual and Quarterly Targets

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

No.	Outcome Indicator	Annual Target	Q1	Q2	Q3	Q4
3.1	Percentage implementation of harmonised cross road transport policies	Implemented 20% of the SADC Protocol and other agreements on cross border related matters	Implemented 5% of the SADC Protocol and other agreements on cross border related matters	Implemented 5% of the SADC Protocol and other agreements on cross border related matters	Implemented 5% of the SADC Protocol and other agreements on cross border related matters	Implemented 5% of the SADC Protocol and other agreements on cross border related matters
3.2	Number of participating target groups in the freight and tourism cross border road transport industry	Established baseline of participating target groups in the freight and tourism cross border road transport industry	Established baseline of women, youth and people with disabilities participating in the freight and tourism cross border road transport industry	Test and improve the survey tool to be disseminated to operators	Collect data from operators through the survey tool.	Established baseline of participating target groups in the freight and tourism cross border road transport industry
3.3	Developed and implemented cross border road transport charges model	Developed cross border road transport charges pricing model	Drafted cross border road transport charges pricing model	Benchmarked draft cross border road transport charges pricing model	EXCO approved draft road transport charges pricing model	Submitted the EXCO approved cross border road transport charges pricing model to DoT and NT

Table 19: Outputs indicators; Annual & quarterly targets

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

- **Harmonised cross border road transport policies:** For purposes of accelerating harmonisation of economic regulations, the region has put various programmes for ease of facilitation as well as to boost regional integration. At the centre of successful implementation of this programme is harmonisation of policies. This output is set to keep the Agency focused and make significant progress with respect to complying to regional regulations and implementation of relevant policies. This output will ensure the ultimate achievement of the outcome of harmonised economic regulations.

- **Growing participation of target groups in the freight and tourism cross border road transport industry:** Reporting on the number of operators entering the cross border road transport freight and /or tourism is currently not classified hence the Agency is planning to categories the groups in order to assess the niche markets for the three

target groups (women, youth and people with disabilities) government is intending increase to be active in the economic development, thereby creating job opportunities and elevating poverty in the African continent. In the short to medium term, it will be critical to assess how the Agency contributes towards compliance with the transport transformation charter.

- **Cross border road transport charges:** The Agency is pursuing the option of levying of "cross-border charges on foreign vehicles" as having potential to boost its revenue. To that extent, the Agency undertook a comprehensive study of the cross-border charges applicable in all countries in SADC and developed a business case on introduction of cross border charges. The introduction of cross border charges will also level the playing field for South African operators as the charges and harmonized with other member states. This output implies that the Agency will go through necessary process to ensure that it puts in place reciprocal measures.

3.3.4 Programme Resource Consideration

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

Output	Expenditure			Current Budget	Medium-Term Expenditure Estimates		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Harmonised cross border road transport policies Growing participation of target groups in the freight and tourism cross border road transport industry Cross border road transport charges	-	12 744	13 424	18 422	14 035	21 476	23 071

Table 20: Programme 3 Resource Consideration

Technical Indicator Descriptors

Indicator 3.1

Indicator Title	**Implemented harmonised cross border road transport policies**
Definition	This indicator implies that the Agency seeks to increase the level of compliance with respect to harmonised policies in the region Harmonisation seeks to bring together various policies of different countries in the region in such a way that they can be made compatible and comparable, and thus useful for decision making.
Source of data	• SADC publications on policies elevated at regional level • Approved CBRT-RF Annual Work Plan
Method of calculation/ assessment	Quantitative – Information on the percentage implementation reports % calculated as follows: number of initiatives implement ted during the quarter / total number of initiatives (X) 100%
Means of verification	EXCO noted Implementation reports showing the percentage achieved.
Assumptions *(what needs to happen before the indicator is achieved, e.g. Policy approvals, appointment of certain positions)*	• SADC secretariat being driver of regional aligned policies custodian • Progress on the implementation of SADC protocol on Transport, Communication and Meteorology report
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	**Quarter 1 – Quarter 4:** Implemented 5% of the SADC Protocol and other agreements on cross border related matters
Indicator Responsibility	Executive Manager: Facilitation

Table 21:TID for Indicator 3.1

Indicator 3.2

Indicator Title	**Number of participating target groups in the freight and tourism cross border road transport industry**
Definition	This indicator is intended to increase the number of women, youth and people with disabilities in the cross border road transport industry. Target groups means historically disadvantaged individuals Participating includes both operators that are already in the cross-border industry expanding into freight and/or tour operations and those that are new to the cross-border industry.
Source of data	Survey Results System Reports showing the participating target groups Research study reports
Method of calculation/ assessment	Quantitative • Total number of women, youth and people with disabilities participating in the freight and tourism cross border road transport industry
Means of verification	A report indicating the number of Women, Youth and People with disabilities that currently undertake cross border road transport business
Assumptions *(what needs to happen before the indicator is achieved, e.g. Policy approvals, appointment of certain positions)*	• MoU with stakeholders involved in SMMEs are concluded • Currently identified initiatives in the approved Industry Development Strategy are implemented • Surveys provide the necessary data
Disaggregation of Beneficiaries (where applicable)	Not applicable yet as we need to establish the baseline of Women, Youth and People with disabilities
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	**Quarter 1:** Established baseline of women, youth and people with disabilities participating in the freight and tourism cross border road transport industry **Quarter 2:** Test and improve the survey tool to be disseminated to operators **Quarter 3:** Collect data from operators through the survey tool. **Quarter 4:** Established baseline of participating target groups in the freight and tourism cross border road transport industry
Indicator Responsibility	Executive Manager: Stakeholder Relations

Table 22: TID for Indicator 3.2

Indicator 3.3

Indicator Title	**Developed and implemented cross border road transport charges model**
Definition	Implementation of user charges in this context will imply various taxes due by operators that conduct cross border transportation along the corridors. Road user charges are taxes that will be imposed on foreign operators as a way of reciprocating treatment that South African operators are subjected to in foreign countries.
Source of data	• SADC MoU • Research study reports on the cost of doing business
Method of calculation/ assessment	Qualitative – status report
Means of verification	Draft cross border road transport charges pricing model EXCO noted Benchmarking Report EXCO approved cross border road transport charges pricing model Proof of submission to DoT and National Treasury
Assumptions *(what needs to happen before the indicator is achieved, e.g. Policy approvals, appointment of certain positions)*	• There will be political buy in, • Operators will be willing to pay, • System administration will be managed at border posts
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	**Quarter 1: Drafted cross border road transport charges pricing model** **Quarter 2: Benchmarked draft cross border road transport charges pricing model** **Quarter 3: EXCO approved draft road transport charges pricing model** **Quarter 4: Submitted the EXCO approved cross border road transport charges pricing model to DoT and NT**
Indicator Responsibility	Executive Manager: Stakeholder Relations

Table 23: TID for Indicator 3.2

3.4 Programme 4: Research And Advisory

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

3.4.1 Outcomes, Outputs, Performance Indicators and Targets per Programme

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

No.	Outcome	Outputs	Outcome Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
4.1	Functional and reliable cross border road transport trade facilitation information	Cross border road transport and trade facilitation information platform	Developed and implemented cross border road transport trade facilitation platform	ASCBOR Country Profiles	ASCBOR Country Profiles	ASCBOR Country Profiles	ASCBOR Country Profiles Cross border calculator	Established information platform	Updated information platform	Updated information platform

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

3.4.2 Output Indicators, Annual and Quarterly Targets

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

No.	Outcome Indicator	Annual Target	Q1	Q2	Q3	Q4
4.1	Developed and implemented cross border road transport and trade facilitation information platform	Established information platform	Procured service provider for developing information platform	Established information platform	Uploaded research information	Established information platform

Table 25: Output indicators: Annual & Quarterly targets for programme 4

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

- **Cross border road transport and trade facilitation information platform:** In the SADC region there is a shortage of information on cross border road transport and trade facilitation which the Agency is seeking to provide to enable regional integration. Information share is hampered by the fact that certain SADC member states are operating on manual process and Agency is planning to create an information platform.

3.4.4 Programme Resource Consideration

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

Output	Expenditure			Current Budget	Medium-Term Expenditure Estimates		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Cross border road transport and trade facilitation information platform	15 786	24 628	28 396	32 670	30 258	40 072	42 995

Table 26:Programme 4 Resource Consideration

Technical Indicator Descriptors

Indicator 4.1

Indicator Title	**Developed and implemented cross border road transport and trade facilitation information platform**
Definition	• Cross-border road transport and trade facilitation information refers to all information that is relevant and necessary to make facilitation of cross-border road transport and trade feasible • Trade facilitation looks at implementation of various programmes, procedures and controls aimed at enhancing the movement of goods across national borders cost effectively and efficiently while safeguarding legitimate regulatory objectives. • Implementation of facilitation information means dissemination of relevant information including recommended programmes for enhancing transport and trade facilitation to relevant stakeholders
Source of data	SLA/ Appointment Letter Project Plan Established information platform Research reports • Annual State of Cross-Border Operators report • Cross-Border Flow Calculator report • Country Profile report • Corridor Performance Indicators report • Assessment of Trade Volumes and Values Passing through South African Commercial border posts by road report • Assessment of Cost of Doing Business report
Method of calculation/ assessment	Quantitative – number of research reports completed and loaded on the information platform. Qualitative – Information platform that contains the approved research reports
Means of verification	Research Reports loaded on information platform Established Information Platform
Assumptions	• Availability of Budget
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Non-cumulative

Indicator Title	Developed and implemented cross border road transport and trade facilitation information platform
Reporting Cycle	Quarterly
Desired Performance	**Quarter1:** Procured service provider for developing information platform **Quarter 2:** Established information platform **Quarter 3:** Uploaded research information **Quarter 4:** Established information platform
Indicator Responsibility	Executive Manager: Research and Development

Table 27: TID for Indicator 4.1

3.5 Programme 5: Administration

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

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

3.5.1 Outcomes, Outputs, Performance Indicators and Targets per Programme

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

No.	Outcome	Outputs	Outcome Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
5.1	Viable[6] cross border road transport economic regulator	Commercialised information	Implemented strategy on commercialised information	Established task team to execute the project on implementing cross border user charges	Consulted business case on levying of cross-border charges on foreign vehicles with various stakeholders	Business case was developed and approved by the Executive Committee.	Roll-out project plan for 'Sale of Information' revenue stream.	Approved Curriculum	Registered C-BRTA as a service provider	Commercialised training of C-BRTA inspectors
5.2		Effective permit issuance system	Implemented cross border management system	Approved Enterprise Architecture, Roadmap & Business Case	Approved iCBMS specifications and Terms of reference	Implemented prioritised interventions as per approved EA Roadmap	Approved Enterprise Architecture, Roadmap & Business Case	Operational iCBMS (Online and front office permits issued via new iCBMS) and integrated platform implemented	Implemented prioritised interventions as per approved EA Roadmap	Operational iCBMS and other channels (e.g. App and Digital permits)

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

No.	Outcome	Outputs	Outcome Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
5.3		Enhanced organisational culture	Implemented culture enhancements initiatives	Of the planned culture change interventions, the Agency focused on training initiative	-	-	-	Implemented prioritised culture initiatives in the revised enhancement Implementation Plan	Implemented prioritised culture initiatives in the revised enhancement Implementation Plan	Implemented prioritised culture initiatives in the revised enhancement Implementation Plan
5.4		Improved brand and visibility	Developed and implemented Integrated Communication Strategy	-	-	-	-	Implemented approved Integrated Communication Strategy	Implemented Integrated Communication Strategy	Implemented Integrated Communication Strategy
5.5		COVID 19 Regulations Compliant	Implemented COVID 19 response plan initiatives	-	-	-	-	Monitored implementation of COVID 19 response plan	-	-

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

Table 28: Outcomes, Output, Performance Indicators and MTEF Targets

3.5.2 Output Indicators, Annual and Quarterly Targets

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

No.	Outcome Indicator	Annual Target	Q1	Q2	Q3	Q4
5.1	Implemented strategy on commercialised information	Approved Curriculum	Procurement of service provider	Appointment of service provider	Draft Curriculum	Technical Committee Approved Curriculum
5.2	Implemented cross border management system	Operational iCBMS (Online and front office permits issued via new iCBMS)	Issued permits on new iCBMS	Issued permits on new iCBMS.	Implemented integration hub	Operational iCBMS (Online and front office permits issued via new iCBMS)
5.3	Implemented culture enhancements initiatives	Implemented prioritised culture initiatives	Developed culture enhancement Implementation Plan	EXCO approved Implemented culture enhancement Implementation Plan	Implemented culture enhancements initiatives as per plan	Implemented culture enhancements initiatives as per plan
5.4	Developed and implemented Integrated Communication Strategy	Implemented approved Integrated Communication Strategy	Draft Integrated Communication Strategy	Consulted Draft Integrated Communication Strategy	EXCO approved Integrated Communication Strategy	Implemented initiatives as per plan
5.5	Implemented COVID 19 response plan initiatives	Monitored the implemented COVID 19 response plan	-	EXCO approved COVID 19 response plan	Monitored the implementation of COVID 19 response plan	Monitored the implementation of COVID 19 response plan

Table 29: Output Indicators: Annual & Quarterly Targets

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

- **Commercialised information:** In line with the purpose of ensuring the financial sustainability of the Agency which is self-funded and currently using revenue generating mechanisms that shows it will not be sustainable in the long-run, this output was identified for purpose of testing a strategy of one of the intended revenue streams under consideration. The Agency has identified a need for training on the C-BRT Act which is currently not available. The Agency had previously depended on unaccredited internal training that was also offered to various stakeholders across SADC. The appetite for the training that was offered over time bears evidence of the available market and appetite for the training content on C-BRT Act. It is in this background that as part of implementation of the Sale of information strategy, the Agency will seek to register itself as a service provider and simultaneously commence the development of the training manuals.

- **Effective permit issuance system:** The Agency is geared to integrate systems to enhance efficiency through integration of systems. As it is currently going through setting up mechanisms for the integration, this output will assist the Agency to stay in check so that by end of 2020/21 financial year, there will be iCBMS is fully in place and working.

- **Enhanced organisational culture:** The Agency is currently reviewing the current approach to culture issues. This will enable it to start 2020/21 financial year with some clearly articulated recommendations to be implemented. This output gives it a good start towards achievement of its five-year target and ultimately a positive contribution to making the desired impact in the long run.

- **Improved brand and visibility:** The implementation of the Integrated Communication Strategy will enhance the Agency's visibility and the brand will be known. This will enable the Agency to become a viable economic regulator in that more operators that might be operating illegally will voluntarily comply thereby increasing the permit revenue margins. The planned performance of developing and implementing the strategy by the end of the financial year will bring the Agency closer to becoming more visible and the brand knows across the African Continent.

- **COVID 19 Regulations Compliant:** The Agency is responding to the surge of the COVID 19 pandemic that is negatively affecting the normal operations and the wellbeing of both the employees and operators at large. Ensuring compliance with the applicable regulations will not be the only focus, but the main focus is that the lives of both personnel and businesses are saved during this time. The C-BRTA cannot be a viable cross border road transport economic regulator without its people and its operators.

3.1.4 Programme Resource Consideration

Output	Expenditure			Current Budget	Medium-Term Expenditure Estimates		
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Commercialised information Effective permit issuance system Implemented culture enhancements initiatives Implemented Integrated Communication Strategy COVID 19 Regulations Compliant	88 546	112 690	126 719	129 858	118 782	146 792	158 418

Table 30: Programme 5 Resource Consideration

Technical Indicator Descriptors

Indicator 5.1

Indicator Title	Implemented strategy on commercialised information
Definition	This means that the Agency will strategically position itself as a recognised training service provider in cross road transport. Commercialised information refers to accredited curriculum and training material for the provision of cross border road transport training.
Source of data	• ToRs for the request of service provider • Proof of appointment of service provider • Draft Curriculum • Registration and accreditation documents
Method of calculation/ assessment	Qualitative – Assessment of application documents
Means of verification	Final approved Curriculum Signed Service Level agreement with appointed service provider
Assumptions	• Stakeholders have appetite for C-BRTA's commercialised information
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	**Quarter 1:** Procurement of service provider **Quarter 2:** Appointment of service provider **Quarter 3:** Draft manual **Quarter 4:** Technical Committee Approved Curriculum
Indicator Responsibility	Chief Operations Officer

Table 31:TID for indicator 5.1

Indicator 5.2

Indicator Title	**Implemented cross border management system**
Definition	The integrated Cross Border Management System is to replace the legacy permit system (CBRTS) for the management of cross-border permits. iCBMS is the new digital platform that the Agency will be using to simplify the permit administrative processes.
Source of data	Issued permits on new iCBMS
Method of calculation/ assessment	Qualitative – assessment of integrated system through observation
Means of verification	IT Quarterly Progress reports on implementation
Assumptions	• Affected personnel are trained; • Operators are timeously informed of the migration to the new system;
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	**Quarter 1:** Issued permits on new iCBMS **Quarter 2** Issued permits on new iCBMS **Quarter 3:** Implement integration platform **Quarter 4:** Operational iCBMS (Ability to apply for permits Online or through Front Office)
Indicator Responsibility	Chief Operations Officer

Table 32: TID for indicator 5.2

Indicator 5.3

Indicator Title	Implemented culture enhancements initiatives
Definition	This means that initiatives recommended following the culture revision exercise will be implemented. Organizational culture refers underlying beliefs, assumptions, values and ways of interacting that will contribute to the performance environment of an organization.
Source of data	EXCO approved Culture Enhancement Plan Implementation Plan EXCO noted Quarterly Progress reports on implementation
Method of calculation/ assessment	Qualitative – count of the number of initiatives implemented as per approved implementation plan
Means of verification	• EXCO resolution approving the Culture Enhancement Plan • Approved Implementation plan
Assumptions	• Organisation is ready for culture change, • Personnel are sensitised and involved from the start • There is appetite to maintain a positive culture through integration of behavioural and technical competencies
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	**Quarter 1:** Developed culture enhancement Implementation Plan **Quarter 2:** EXCO approved Implemented culture enhancement Implementation Plan **Quarter 3:** Implemented culture enhancements initiatives as per plan **Quarter 4:** Implemented culture enhancements initiatives as per plan
Indicator Responsibility	Executive Manager: Corporate Services

Table 33: TID for indicator 5.3

Indicator 5.4

Indicator Title	Developed and implemented Integrated Communication Strategy
Definition	This indicator means that the Agency will develop and implement the Integrated Communication Strategy. This strategy is an attempt by the Agency to enhance its brand and increase visibility in the industry using various communications channels.
Source of data	• Research and benchmarking activities • EXCO approved Strategy • Progress Report on the implemented initiative as per approved plan
Method of calculation/ assessment	Qualitative – count of the number of initiatives implemented as per approved implementation plan and 1 Approved Integrated Communication Strategy
Means of verification	• Draft and Approved Integrated Communication Strategy • EXCO noted Progress report • EXCO resolution approving the Integrated Communication Strategy
Assumptions	• Budget availability for implementation
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	**Quarter 1:** Draft Integrated Communication Strategy **Quarter 2:** Consulted Draft Integrated Communication Strategy **Quarter 3:** EXCO approved Integrated Communication Strategy **Quarter 4:** Implemented initiatives as per plan
Indicator Responsibility	Executive Manager: Corporate Services

Table 34: TID for indicator 5.4

Indicator 5.5

Indicator Title	Implemented COVID 19 response plan initiatives
Definition	This indicator intends to measure the implementation of the COVID 19 response plan initiatives that are aimed at trying to prevent the spread of the virus and in turn save lives of our employees and our operators.
Source of data	• Risk based approach adopted by the Agency in responding to the pandemic • EXCO approved COVID 19 response plan • EXCO noted Quarterly Monitoring reports on status of the Agency's compliance with regulations and implementation of approved response plan
Method of calculation/ assessment	Qualitative – count of initiatives implemented and results thereof EXCO noted Quarterly progress reports on COVID 19
Means of verification	• Risk based approach adopted by the Agency in responding to the pandemic • EXCO approved COVID 19 response plan • EXCO noted 2 Quarterly Monitoring reports on status of the Agency's compliance with regulations and implementation of approved response plan
Assumptions	• The impact of the COVID 19 pandemic will not last beyond the 2020/21 financial year • There is budget to implement the initiatives • Employees and operators take all the precautions necessary to prevent the spread
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	**Quarter 1:** No target **Quarter 2:** EXCO approved COVID 19 response plan **Quarter 3 – Quarter 4:** Monitored the implementation of COVID 19 response plan
Indicator Responsibility	Chief Operations Officer

Table 35: TID for indicator 5.5

Annexure A: Summary of Changes to the Annual Performance Plan

The table below represents the areas changes that have been made to the approved 2020/21 Annual Performance Plan as a result of the COVID 19 pandemic.

No.	Outcome	Outputs	Output Indicator	Baseline	Annual Targets			
					MTEF Period			
					Old 2020/21	New 2020/21	2021/22	2022/23
Programme 1: Regulatory Services								
1.1	Enhanced regulatory regime by implementing quality regulation	Implemented quality regulation	Developed and implemented Operator Compliance Accreditation System (OCAS)	Developed OCAS Registration Platform	Refined OCAS registration module	**No changes implemented**	Piloted OCAS certification and accreditation modules	Piloted profiling and risk modules
1.2	Enhanced regulation to facilitate market access	Regulated Market Access	Implemented market access regulation tool	Developed 4 quarterly MAR implementation reports	Updated MAR parameters	**Target for the year deferred to next financial year**	Updated MAR parameters	Implemented updated MAR Tool NEW Updated MAR parameters

No.	Outcome	Outputs	Output Indicator	Baseline	Annual Targets			
					MTEF Period			
					Old 2020/21	New 2020/21	2021/22	2022/23
PROGRAMME 2: LAW ENFORCEMENT								
2.1	Improved compliance to cross border road transport regulation	Implemented smart Law enforcement	Efficient smart law enforcement	-	Procured smart law enforce-ment tools	Piloted smart law enforce-ment vehicle	Procured other smart law enforcement tools	Efficient law enforcement operations
2.2	Safe and reliable cross border road transport	Implemented C-BRTA road safety strat-egy	Developed and im-plemented C-BRTA road safety strategy	-	Approved C-BRTA road safety strategy	**No changes implemented**	Implemented of C-BRTA road safety strategy	Implemented C-BRTA road safety strategy

No.	Outcome	Outputs	Output Indicator	Baseline	Annual Targets			
					MTEF Period			
					Old 2020/21	New 2020/21	2021/22	2022/23
PROGRAMME 3: FACILITATION								
3.1	Harmonised economic regulations	Harmonised cross border road transport policies	*Fixed Error below:* Implemented harmonised cross road transport policies *Changed to:* Percentage implementation of harmonised cross road transport policies	Monitor implementation of the SADC protocol and regional agreements	Implemented 20% of the SADC Protocol and other agreements on cross border related matters	**No changes implemented**	Implemented 30% of the SADC Protocol and other agreements on cross border related matters	Implemented 40% of the SADC Protocol and other agreements on cross border related matters
3.2	Increased participation by historical disadvantaged individuals	Growing participation of target groups in the freight and tourism cross border road transport industry	*Old Output Indicator:* Percentage increase in the number of participating target groups in the freight and tourism cross border road transport industry *New Output Indicator:* Number of participating target groups in the freight and tourism cross border road transport industry	-	1% increase in the number of participating women, youth and people with disabilities in the freight and tourism cross border road transport industry	Established baseline of participating target groups in the freight & tourism cross border road transport industry	1% increase in the number of participating women, youth and people with disabilities in the freight and tourism cross border road transport industry	1% increase in the number of participating women, youth and people with disabilities in the freight and tourism cross border road transport industry

No.	Outcome	Outputs	Output Indicator	Baseline	Annual Targets			
					MTEF Period			
					Old 2020/21	New 2020/21	2021/22	2022/23
3.3	Fair operating environment for cross border road transport operators	Cross border road transport charges	Developed and implemented cross border road transport charges model	-	Developed cross border road transport charges pricing model	**No changes implemented**	Implemented cross border charges	Socio-Economic Impact Assessment
PROGRAMME 4: RESEARCH & ADVISORY SERVICES								
4.1	Functional and reliable cross border road transport trade facilitation information	Cross border road transport and trade facilitation information platform	Developed and implemented cross border road transport trade facilitation platform	ASCBOR Country Profiles Cross border calculator	Established information platform	**No changes implemented**	Updated information platform	Updated information platform

No.	Outcome	Outputs	Output Indicator	Baseline	Annual Targets			
					MTEF Period			
					Old 2020/21	New 2020/21	2021/22	2022/23
PROGRAMME 5: ADMINISTRATION								
5.1	Viable cross border road transport economic regulator	Commercialised information	Implemented strategy on commercialised information	Piloted strategy on commercialised information	Registered C-BRTA as a service provider	**Approved Curriculum**	Registered C-BRTA as a service provider	Commercialised training of C-BRTA inspectors
5.2		Effective permit issuance system	Implemented cross border management system	Approved Enterprise Architecture, Roadmap & Business Case	Operational iCBMS (Online and front office permits issued via new iCBMS) and integrated platform implemented	**No changes implemented**	Implemented prioritised interventions as per approved EA Roadmap	Operational iCBMS and other channels (e.g. App and Digital permits)
5.3		*Fixed error below:* Implemented culture enhancements initiatives *Changed to:* Enhanced organisational culture	Implemented culture enhancements initiatives	*Removed error below:* Revised organisational practice and culture	Implemented prioritised culture initiatives	**No changes implemented**	Implemented prioritised culture initiatives	Implemented prioritised culture initiatives

No.	Outcome	Outputs	Output Indicator	Baseline	Annual Targets			
					MTEF Period			
					Old 2020/21	New 2020/21	2021/22	2022/23
5.4	Viable cross border road transport economic regulator (cont.)	***Fixed Error below:*** Implemented Integrated Communication Strategy ***Changed to:*** Improved brand and visibility	Developed and implemented Integrated Communication Strategy	-	Implemented approved Integrated Communication Strategy	**No changes implemented**	Implemented Integrated Communication Strategy	Implemented Integrated Communication Strategy
5.5		COVID 19 Regulations Compliant	Implemented COVID 19 improvement initiatives	-	There was no target	**Monitored the implemented COVID 19 improvement plan**		

Table 36: Summary of Changes to approved 2020/21 Targets

4. Programme Resource Considerations

EXPENDITURE ESTIMATES

	ACTUAL OUTCOMES			CURRENT	MEDIUM TERM ESTIMATES		
	Actual	Actual	Actual	Projected	Budget	Budget	Budget
	31-Mar-17	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	31-Mar-23
	Actual	Actual	Actual	Projected	Budget	Budget	Budget
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Operating Expenduture	**198 926**	**189 740**	**224 048**	**245 719**	**216 668**	**275 177**	**291 922**
Administation Fees	-	23 435	37 027	39 596	30 845	35 735	33 949
Compensation of employees	142 703	110 892	126 314	144 702	135 130	166 957	181 148
Goods and services	53 674	53 203	57 307	57 753	45 293	65 507	68 797
Depreciation and Amortisation	2 549	2 211	3 400	3 667	5 399	6 978	8 028
Capital Expenditure	**1 469**	**5 235**	**3 852**	**13 300**	**10 100**	**10 100**	**11 100**
PPE	1 379	3 917	3 397	4 700	2 000	2 000	2 000
Intangibles	89	1 319	455	8 600	8 100	8 100	9 100
Total Expenditure	**200 395**	**194 975**	**227 899**	**259 019**	**269 362**	**285 277**	**303 022**

Table 37: Budget Allocation by nature of expenditure as per the ENE and / or EPRE.

	ACTUAL OUTCOMES			CURRENT	MEDIUM TERM ESTIMATES		
	Actual	Actual	Actual	Projected	Budget	Budget	Budget
	31-Mar-17	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	31-Mar-23
	Actual	Actual	Actual	Projected	Budget	Budget	Budget
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Regulatory	16 307	16 086	18 331	25 173	28 897	31 101	33 489
Law Enforcement	78 287	23 592	37 178	39 596	37 616	35 735	33 949
Stakeholder Relations	-	12 744	13 424	18 422	19 998	21 476	23 071
Research and Development	15 786	24 628	28 396	32 670	37 367	40 072	42 995
Administration	88 546	112 690	126 719	129 858	135 383	146 792	158 418
Total Expenditure	**198 926**	**189 740**	**224 048**	**245 719**	**259 262**	**275 177**	**291 922**

Table 38: Budget Allocation for programme and sub-programmes as per the ENE and / or EPRE.

5. Key Risks

The Agency identified strategic risks emanating from the strategic choices made to ascertain whether those choices strengthen or impairs the Agency's ability to execute its legislative mandate. These strategic risks include both internal and external factors which might hamper the Agency's ability of achieving its strategic outcomes and the impact thereof.

Further to identifying these inherent risk factors, the Agency came up with response strategies/mitigation to reduce or eliminate the threats and events that create risks and exploiting of opportunities to improve the Agency's governance and performance environment.

Output	Annual Target	Key Risks	Mitigation
Implemented quality regulation	Refined OCAS registration module	Third party reliance may jeopardise achievement	Strategic stakeholder consultation
Implemented smart Law enforcement	Piloted smart law enforcement vehicle	Financial constraints	Implementation of new revenue streams
Implemented C-BRTA road safety strategy	Approved C-BRTA road safety strategy	Amendments to cross border standard operating procedures	Strategic stakeholder consultation
Harmonised cross-border road transport policies	Implemented harmonised cross road transport policies	Inadequate implementation of stakeholder agreements with other regulatory authorities	• Strategic stakeholder consultation • Participation in national and regional road transport structures
Growing participation of target groups in the freight and tourism cross border road transport industry	Established baseline of participating target groups in the freight and tourism cross border road transport industry	The impact of Covid-19 on economic activity, which may distort the baseline data	Consultations with key stakeholders
Cross border road transport charges	Developed cross border road transport charges pricing model	Third party dependencies	Strategic stakeholder consultation

Output	Annual Target	Key Risks	Mitigation
Cross border road transport and trade facilitation information platform	Established information platform	Lack of real-time, reliable data Dependency on secondary information	Partnerships with reputable research institutions
Commercialised information	Approved Curriculum	Third party dependencies	Strategic stakeholder consultation
Effective permit issuance system	Operational iCBMS (Online and front office permits issued via new iCBMS) and integrated platform implemented	Delay in implementation	Oversight by governance structures
Enhanced organisational culture	Implemented prioritised culture initiatives	Financial constraints	Revised budget
Improved brand and visibility	Approved Integrated Communication Strategy	Impact of Covid-19 on business operations	Strategic stakeholder consultation
COVID 19 Regulations compliant	Monitored the implemented COVID 19 improvement plan	Further Lockdown by the Government and inconsistent rules set on Lockdown levels	Monitoring change in government regulations on Covid19 for alignment

Table 39: Risks linked to Outcomes and Mitigation Factors

CROSS•BORDER
ROAD TRANSPORT AGENCY

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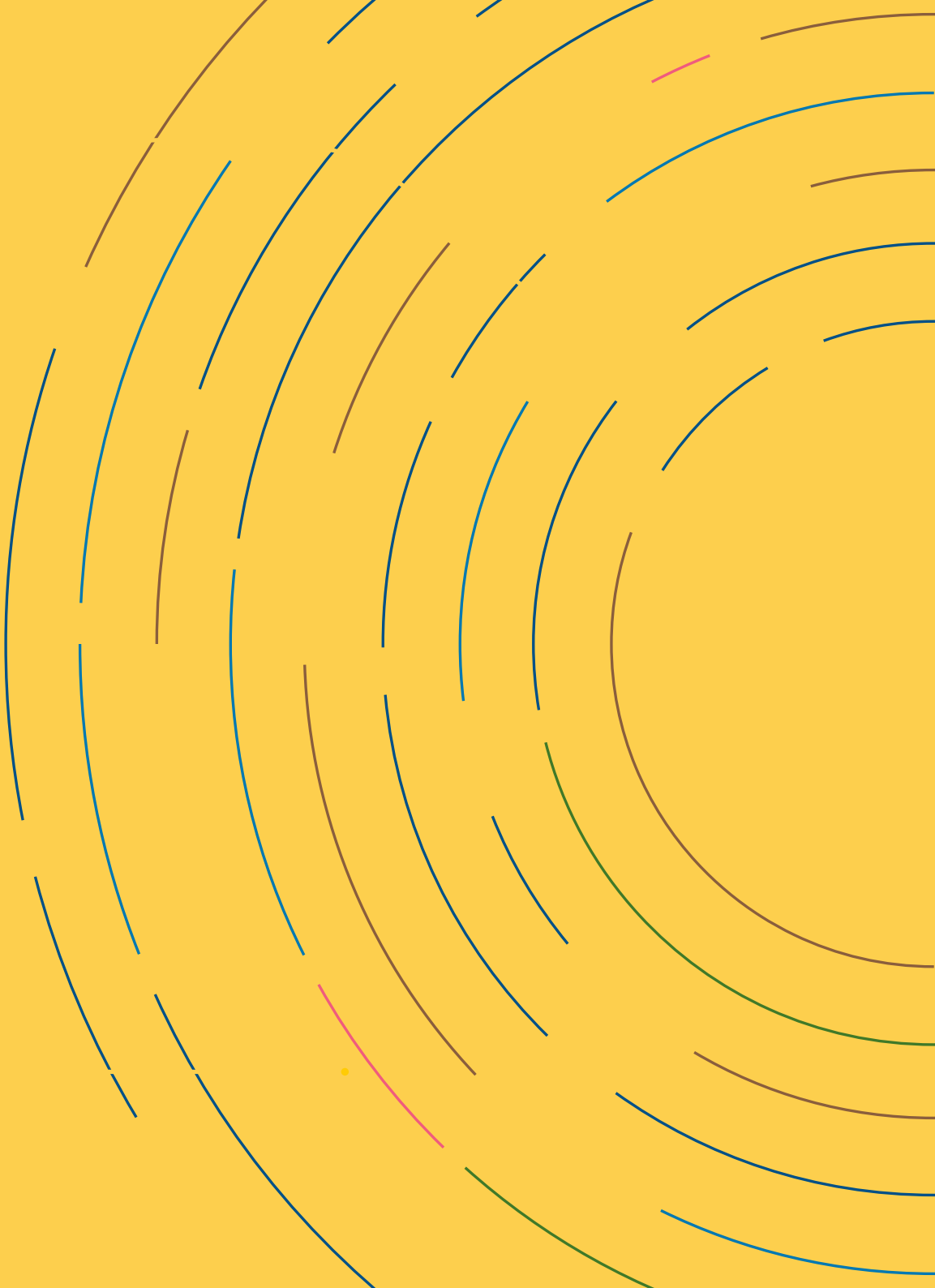
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