



R E V I E W E D S T R A T E G I C P L A N
F O R
2 0 2 1 - 2 0 2 5

Date of Tabling: 31 July 2020

CONTENTS

Executive Authority Statement	4
Accounting Authority Statement	6
Official Sign-Off.....	8
Part A: Our Mandate	10
1. Constitutional Mandate	10
2. Legislative and Policy Mandates.....	10
2.1 Legislative Mandates	10
2.2. Policy Mandates	11
2.3 Institutional Policies and Strategies over the 2020-2025 Planning Period	13
3. Relevant Court Rulings.....	17
PART B. Strategic Focus	18
1. Vision, Mission and Values.....	18
2. Situational Analysis	19
3. External Environmental Analysis	20
3.1 The Implication of COVID 19 Pandemic on Cross Border Operations	20
3.2 South African Road Network, Corridors and Value-Chain – Implications for Cross-Border Operations	21
3.3 Land Border Posts between South Africa and Neighbouring States	22
3.4 Transport Corridors and Network connecting Africa	22
3.5 The cross-border Value Chain.....	24
3.6 Initiatives Impacting on Cross Border Operations	26
3.7 PESTELE	26
3.8 Performance Environment.....	29
4. Internal Environment.....	31
4.1 C-BRTA’s Competency to deliver on the Mandate.....	31
4.2 Human Resources and Capacity	Error! Bookmark not defined.
4.3 Status of compliance with BBBEE Act	32
4.4 Status in responding to interventions relating to target groups.....	32
4.5 SWOT Analysis	32
5. C-BRTA Stakeholder Analysis and Mapping	33
5.1 Stakeholder Analysis	33
5.2 Stakeholder Mapping.....	36
6. Problem Statement.....	37
Part C: Measuring Our Performance	38
1. Institutional Performance Information	38

2. Impact Statement.....	38
3. Measuring Outcomes and Indicators	39
Alignment to Government’s Seven Priorities	41
PROGRAMME PERFORMANCE INFORMATION.....	44
4. Resource Considerations	69
5. Key Risks and Mitigation Plans	71

LIST OF TABLES

Table 1: Policy Mandate.....	13
Table 2 : PESTEL Analysis	28
Table 3 : Summary of Achievements from Previous Cycle	30
Table 4 ; Equity Targets and Employment Equity Status - Males	31
Table 5 ; Equity Targets and Employment Equity Status - Women.....	32
Table 6 : SWOT Analysis	32
Table 7:Outcomes; Indicators & Five year Target	41
Table 8 : Alignment to the MTSF and DoT's Strategic Thrusts	43
Table 9: Outcomes, Outcome Indicators and Targets for Programme 1	46
Table 10 : TID for Indicator 1.1.1	47
Table 11: TID for Indicator 1.2.1	48
Table 12 : Outcome, Outcome Indicator and Targets for Programme 2	51
Table 13 : TID for Indicator 2.1.1	52
Table 14: TID for Indicator 2.1.2.....	52
Table 15: Outcomes, Outcome Indicator and Targets for Programme 3.....	56
Table 16: TID for Indicator 3.1.1	57
Table 17: TID for Indicator 3.2.1.....	58
Table 18 : TID for indicator 3.3.1	59
Table 19 : Outcomes, Outcome Indicators and Targets for Programme 4	61
Table 20 : TID for Indicator 4.1.1	62
Table 21: Outcomes, Outcome Indicators and Targets for Programme 5	65
Table 22: TID for Indicator 5.1.1	66
Table 23 : TID for Indicator 5.2.1	67
Table 24: TID for Indicator 5.3.1.....	67
Table 25 : TID for Indicator 5.4.1	68
Table 26: Budget Allocation by Nature of Expenditure as per the ENE and/or EPRE	69
Table 27: Budget Allocation for Programme and Sub-programmes as per the ENE and/or EPRE	69
Table 28 : Risks linked to Outcomes and Mitigation Factors	72

LIST OF FIGURES

Figure 1: Vision, Mission and Values	18
Figure 2 : Map of South African Border Posts	22
Figure 3 : Map of SADC Corridors.....	23

Figure 4: Characteristics and structure of the industry value chain..... 25
Figure 5 : C-BRTA Stakeholder Map..... 36

Executive Authority Statement

The Cross-Border Road Transport Agency's (C-BRTA) 2021-2025 Strategy is anchored on the need for comprehensive, consistent and viable economic regulation and facilitation of cross-border road transport operations with a view to ensure that the sector plays its strategic role towards enhancing efficient cross-border trade, regional integration and economic development. This Strategic Plan was developed in alignment to the mandate of the C-BRTA and within the context of applicable regional and domestic policy and legislative instruments and framework. It is aligned to and seeks to enhance the achievement of the objectives and policy statements set out in the Mid-Term Strategic Framework for 2020-2024, the National Development Plan Vision 2030, White Paper on National Transport Policy, Roads Policy, Corridor Development Strategy, Road Freight Strategy, National Freight Logistics Strategy, National Road Safety Strategy and other aligned policies with a bearing on the cross border roads transport industry.

The Strategic Plan seeks to enable the C-BRTA to effectively respond to current and emerging issues affecting cross-border road transport system performance, among which is glaring COVID-19-induced economic disruption across the South Africa economy. There is mounting evidence that COVID-19 has also reduced SA exports and adversely affected jobs numbers. Despite the pandemic's devastating impact, the global economy needs to keep running. The South African government will continue to provide necessary support to enable and position the Agency to enhance the country's capacity to participate in cross border trade across the region.

The Agency will further seek to harness momentum gained with respect to redefining the cross-border regulatory environment through programmes such as the Tripartite Transport Transit Facilitation Programme, application of sector standards and the Operator Compliance Accreditation System. By doing so, the Agency will be strategically positioned to champion and ensuring that cross-border road transport contributes effectively towards the growth of African economies, improvement of intra-Africa trade, regional integration and the achievement of the objectives of the African Continental Free Trade Agreement, amongst others.

This Strategic Plan further seeks to reposition the C-BRTA as a strategic resource of Government and assert the Agency's role with respect to championing innovation and development in the cross-border road transport sector. the needs of the road transport sector,

enhancing the development of the road transport sector, trade facilitation and regional integration. In the wake of various developments in transport and trade facilitation, and regional integration, Government shall continue to support the C-BRTA as the Agency towards realisation of its mandate and strategic objectives.

To achieve the above goals and objective, the C-BRTA shall continue to build and sustain strategic partnerships with key stakeholders at national, regional, continental and international levels as well as in key road corridors linking the region. This shall be augmented by heightened advocacy aimed at influencing stakeholders in the cross-border road transport value chain to take positive actions with respect to implementing programmes that will lead to the reduction of operational constraints, Non-Tariff Barriers and other obstacles that negatively impact cross-border road transport operations and the seamless cross-border road transport movements.

The Agency shall accelerate the implementation of flagship programmes that include the Linking Africa Plan, Comprehensive Levying of Cross-Border Charges, the Market Access Regulatory Tool and the Operator Compliance Accreditation System which collectively aim to improve regulatory systems and standards, regulatory effectiveness and efficiency, harmonisation of regulatory framework, operational quality, compliance and safety, and reduce the cost of doing business whilst enhancing sustainability, productivity and viability of cross-border road transport operations.

As I conclude, I would like to commend the Agency for achievements made in the past administrative period particularly with respect to the successful implementation of the Operator Centred Value Add Strategy which culminated in improved service delivery to the cross-border road transport industry, thought leadership which contributed to shaping the regional road transport and trade facilitation programmes, and achieving a clean audit for four consecutive years. This demonstrates that the C-BRTA is committed to implementing its mandate, advancing Government policy objectives and good governance.

I therefore endorse this Strategic Plan with a positive feeling that the desired Impact will be achieved.

..... (signature)

Mr FA Mbalula, MP

Executive Authority

Cross Border Road Transport Agency

Accounting Authority Statement

Cross-border road transport plays an indispensable role with respect to facilitating and enhancing international economic activities and is a vital input to inter-regional trade and regional integration in Southern African Development Community (SADC). Road transport carries over 80% of the goods traded across borders and up to 90% passenger traffic in SADC and provides a vital link for landlocked countries. It is imperative to note that the performance of the cross-border road transport system in SADC has huge bearing on trade flows and regional integration. In view of the above, the role of the C-BRTA as an economic regulator tasked to facilitate seamless cross-border road transport movements, trade by road and regional integration cannot be overemphasised.

Despite the importance of road transport corridors in SADC, the sector is inundated by many constraints, barriers and bottlenecks that culminate in delays, long transit times, capital inefficiencies and high cost of doing business and hinder the seamless movement of cross-border road transport and trade flows between countries. This underscores the need for the C-BRTA to effectively play its strategic role not just towards enhancing regional trade and regional integration but also with respect to addressing corridor bottlenecks, Non-Trade Barriers (NTBs) and other impediments to seamless cross-border movements. The Agency is challenged to continually address constraints, Non-Tariff Barriers and bottlenecks that exist to the detriment of the achievement of regional integration, intra-Africa trade and economic development.

It is important to flag that this 2021-2025 Strategy aims to consolidate the C-BRTA's strategic positioning in the SADC region as one of the key regulatory institutions providing leadership on matters pertaining to the resolution of operational constraints, design and development of key programmes and the overall development of the cross-border road transport sector. In view of the above, at institutional level, the Agency shall continue to improve systems and capabilities to drive and implement its mandate.

This Strategy seeks to ensure that the C-BRTA continues to play a strategic role towards the implementation of Government policies, priorities and programmes such as the National Development Plan and sector policies that include the White Paper on National Transport Policy, Roads Policy, Corridor Development Strategy, Road Freight Strategy, National Freight Logistics Strategy and the National Road Safety Strategy.

At regional level, the Agency shall continue to work towards advancing harmonization of the regulatory instruments, seamless cross-border road transport operations, regional trade and regional integration. In this regard, the Agency shall continue to participate in the design and implementation of the TTTFP and protocols that will support implementation of the AfCFTA.

The Agency shall also mobilise and utilize various technical and strategic structures at national and regional levels towards implementation of key initiatives and build relationships with strategic stakeholders through whom some interventions will be implemented. Thus, the Agency shall heighten collaboration with strategic stakeholders at national and regional levels.

The C-BRTA shall drive implementation of key programmes that commenced in the previous administrative cycle geared to transform the cross-border road transport regulatory and operational landscapes. The successful implementation of these programmes will transform the cross-border road transport sector and lead to harmonization, improvement of the overall performance of the cross-border road transport system, operating conditions for cross-border road transport operators, improved intra Africa trade flows and regional integration.

As a strategic resource of Government, the C-BRTA shall continue to implement various programmes that support the realization of the vision of the National Department of Transport (DoT). **The Agency shall serve as the department's instrument for implementation of Covid19 regulations that are aimed at alleviating the devastating effects of the virus and interventions to restore the momentum lost in terms of economic growth.** In this regard, the Agency shall also continue to participate in various technical committees and task teams of the Department of Transport.

Through implementation of this strategy, the C-BRTA shall fully respond to its Mandate, key national policy objectives and regional developments whilst at the same time improving service delivery and value add to cross-border road transport operators. The desired impact will be achieved through steadfastly upholding its mission of driving an integrated African continent through excellence in road transport economic regulation, law enforcement, advisory and facilitation.

Lastly, I would like to commit the C-BRTA Board, management and staff to the full implementation of this strategy.

.....

Mr M. Ramathe
Accounting Authority
Cross Border Road Transport Agency

Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Cross-Border Road Transport Agency under the guidance of Minister FA Mbalula
- Takes into account all the relevant policies, legislation and other mandates for which the Cross-Border Road Transport Agency is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Cross-Border Road Transport Agency will endeavour to achieve over the period 2021-2025

Signature: _____

Mr P Meyer

Acting Executive Manager: Regulatory Services

Signature: _____

Mrs VB Mtshweni

Acting Executive Manager: Law Enforcement

Signature: _____

Mr S Dyodo

Executive Manager: Facilitation

Signature: _____

Mrs VB Mtshweni

Acting Executive Manager: Research and Advisory

Signature: _____

Mr A Nemavhidi

Acting Executive Manager: Corporate Services

Signature: _____

Mrs T Shilowa

Chief Information Officer

Signature: _____

Mr N Maepa

Chief Operations Officer

Signature: _____

Ms R Hlabatau

Chief Financial Officer

Signature: _____

Mr L Mboyi

Acting Chief Executive Officer

Signature: _____

Mr M Ramathe

Accounting Authority

Approved by:

Signature: _____

Mr FA Mbalula, Minister

Executive Authority

Part A: Our Mandate

1. Constitutional Mandate

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

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

2. Legislative and Policy Mandates

2.1 Legislative Mandates

2.1.1 Cross-Border Road Transport Act

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

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

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

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

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

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

2.1.4 Convention on Road Traffic, of 1968

This Act provides for facilitation of road traffic and increasing road safety through the adoption of uniform road traffic rules.

2.1.5 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.

2.1.6 Convention on road traffic, of 1968

Provides for facilitation of road traffic and increasing road safety through the adoption of uniform road traffic rules.

2.1.6. 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

The section outlines the policies that the C-BRTA is directly responsible for implementing, managing or overseeing.

POLICY MANDATE	KEY ALIGNMENTS
<p>The Seven Apex Priorities translated to Medium Term Strategic Framework for 2019-2024</p>	<ul style="list-style-type: none"> • 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 <p>These priorities are coupled with DoT's five strategic thrusts as follows;</p> <ol style="list-style-type: none"> 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
<p>SADC Protocol on Transport, Communications and Meteorology</p>	<ul style="list-style-type: none"> • Develop harmonised road transport policy providing for equal treatment, non-discrimination and reciprocity. • Liberalise market access for road freight operators.
<p>Bilateral Agreements between South Africa and Malawi, Mozambique, Zambia and Zimbabwe</p>	<ul style="list-style-type: none"> • Promote and facilitate cross-border road freight and passenger. • Simplify existing administrative requirements: Harmonisation. • Ensure compliance to regulations.
<p>1996 White Paper on National Transport Policy</p>	<ul style="list-style-type: none"> • 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.

POLICY MANDATE	KEY ALIGNMENTS
	<ul style="list-style-type: none"> 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.
SACU MoU	<ul style="list-style-type: none"> Provides for facilitation and maintenance of effective road transport arrangements, and equitable shares in road transportation with a view to supporting trade in the Customs Union. The C-BRTA in this regard works towards a common goal of improving cross border road transport sector and its operations.
Trans Kalahari Corridor (TKC) MoU	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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. Further to that, it will prioritise programmes that support road infrastructure preservation as well as the use of technology towards enhancing law enforcement.
- **National Freight Logistics Strategy** seeks to establish a road freight transport system that is underpinned by 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 and institutional strengths, road safety data systems. It is also expected that the strategy will eliminate fraud and corruption, ensure adequate funding and capacity, enhance the use of technology to protect road users, enable regular road safety audits on new and existing infrastructure, ensure vehicles on the road network are roadworthy and improve enforcement effectiveness.
- **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 assisting national governments to address trade barriers and reducing transit times and transaction costs along strategic corridors.

The programme has four key result areas namely; -

- Result 1: Implementation of Tripartite Vehicle Load Management Strategy;
 - Result 2: Establishment of a Transport Register Information Platform System (TRIPS) through an ICT system which enable information sharing;
 - Result 3: Implementation of harmonised vehicle regulations and standards, and
 - Result 4: Improved efficiency of regional transport corridors.
-
- **Operator Compliance Accreditation System(OCAS)** – This is a regulatory tool that will be used for the successful implementation of quality regulations, standards, systems and minimum regulatory requirements.
 - **X-Border RTMS** – 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, harmonising cross-border trade and transport governance matters, creation of conditions of predictability for cross-border road transport operators and other stakeholders in the value chain.
 - **CBRT-RF:** Cross-Border Road Transport Regulators Forum established to drive harmonisation and ensure constant engagements and coordination towards implementing LAP and other initiatives.
 - **Inland border posts improvement:** Continued establishment of 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 essential goods such as fuel, food, medicines and agricultural inputs;
 - Limit unnecessary and mass movement of passengers across borders; and
 - Balance, align, harmonise and coordinate COVID-19 response measures with the requirements for trade and transport facilitation
- **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)** – seeks to facilitate legitimate trade, reinforce safety and security, harmonize and standardize the application of customs controls and provide an electronic environment for trade facilitation. Involves accreditation and certification of stakeholders in the trade value chain:
 - SARS is leading the implementation of Preferred Trader Programme – which is a component of the AEO.
 - 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 – which is where OCAS comes in.

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. Strategic Focus

1. Vision, Mission and Values

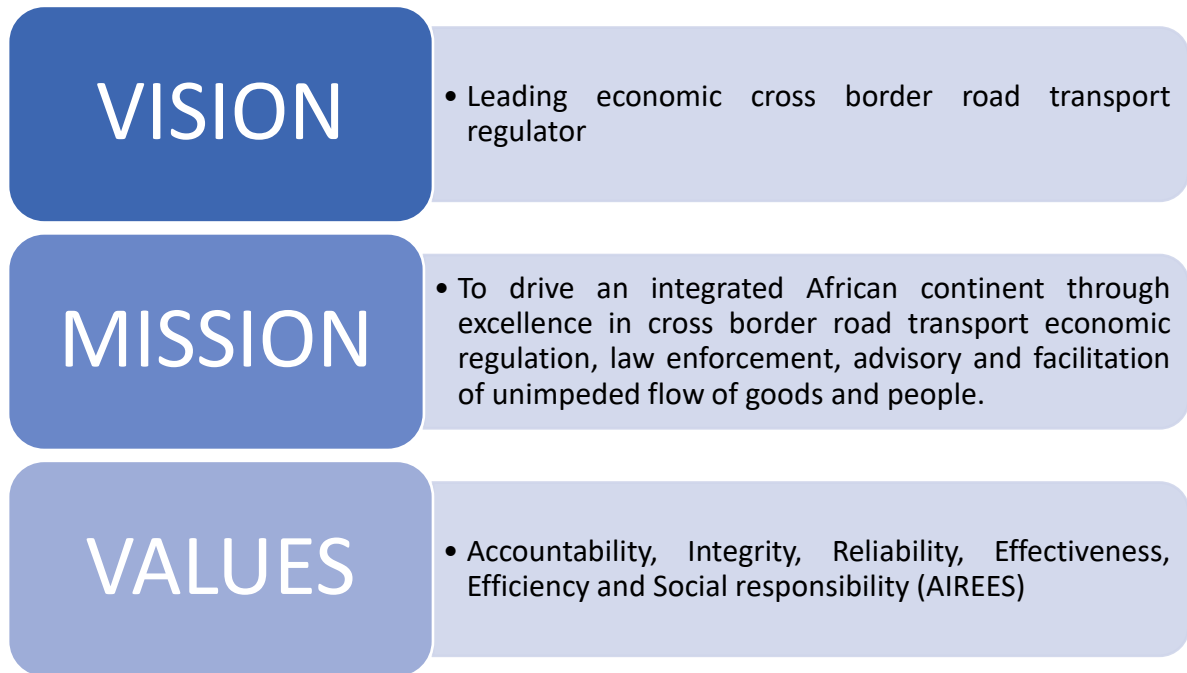


Figure 1: Vision, Mission and Values

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

- ❖ **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 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 thereby enhancing value-add. This was in response to an outcry by operators who expressed displeasure in service delivery. The approaches that were adopted were well-articulated in the previous strategies turned the situation around and this was even evident in its 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 needs 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 important role that transport corridors play an in facilitating the movement of traffic (people, goods and services) and in linking various disparate, smaller economies cannot be ignore during any kind of planning. Their importance and relevance are more visible in the case of the African continent, where they play a pivotal role of 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 great importance 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 a few 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 to be followed;-

a.) Regulation of trade and transport

Only trucks/vehicles with the following cargo, goods and services will be allowed to operate in interstate operations in order to ensure continuity of supply chains:

- (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.*

b. Cross Border Road Passenger Transport

Inter-State mass movement of persons by buses/minibuses or other vehicles to be suspended for defined periods except for the following exemptions to be granted against 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:*

- *Security, emergency and humanitarian relief services as may be agreed between Member States;*
- *Engineering and maintenance support services (including engineers and support staff) supporting the production of goods mentioned in 3.1; and*
- *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 : 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. These challenges are due to previous neglect that was done. 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.

Corona virus 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 travelling and freight movements to the absolutely essential. Given the fact that the statistics related to Covid19 infections determines various measures to be taken, it is not even easy to speculate where the set guidelines for cross border operations will affect the Agency's operations for the rest of the cycle.

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.

3.3 Land Border Posts between South Africa and Neighbouring States

There are **53 land border** posts between South Africa and neighboring countries only 19 are designated as commercial border posts. Out of the 53 border posts, only four (4) border posts, which are Beitbridge, Lebombo, Maseru and Skilpadshek, have the capacity to carry over 70% of the commercial traffic. These border posts are in the busiest transport corridors linking South Africa to the SADC region namely the North-South Corridor, Maputo/ N4 Corridor and Trans-Kalahari Corridor. Owing to the high level of usage, the corridor management institutions also face a challenge in terms of staying relevant to the customers.

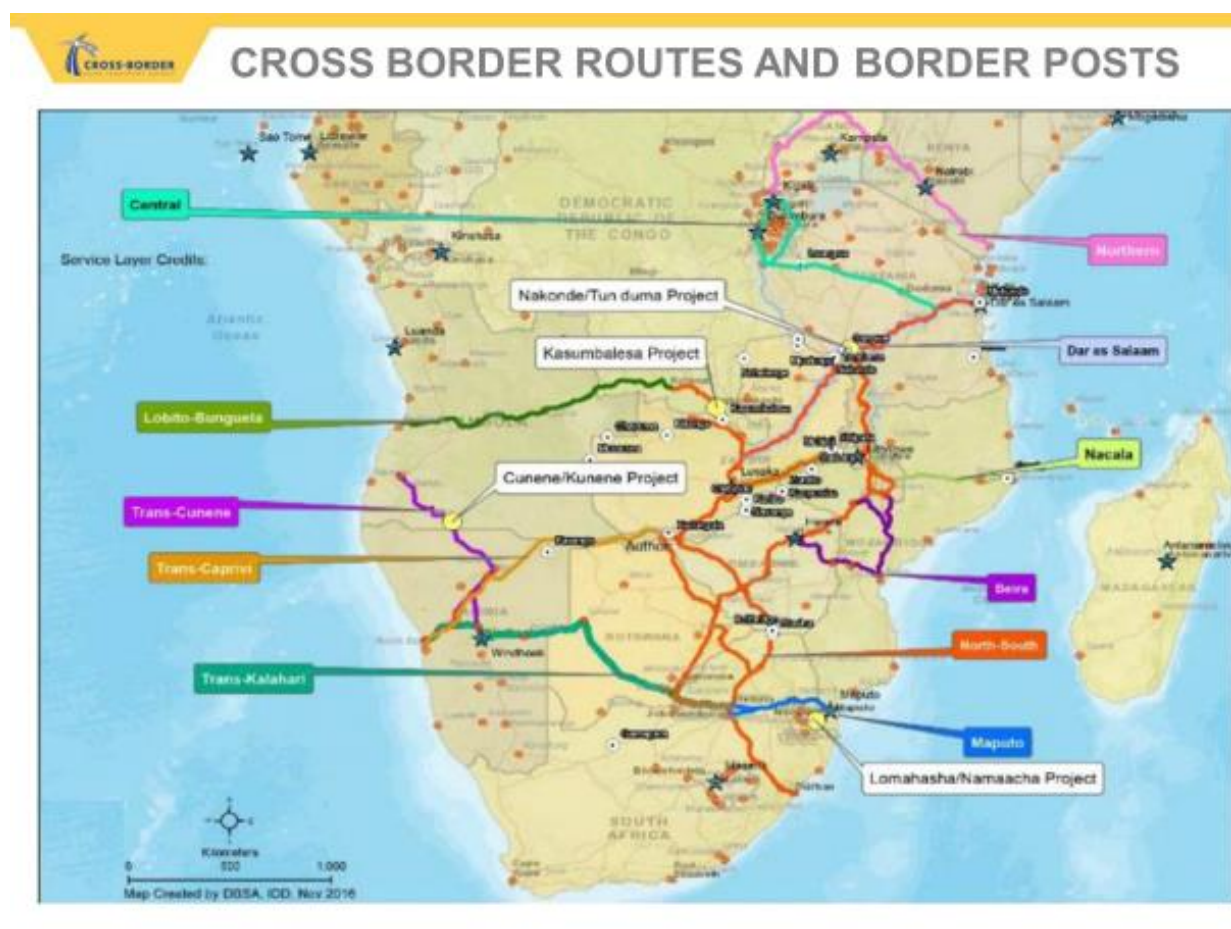


Figure 2 : Map of South African Border Posts

3.4 Transport Corridors and Network connecting Africa

Transport corridors play an important role in facilitating the movement of traffic (people, goods and services) and in linking various disparate, smaller economies. Their importance is more profound in the case of the African continent, where they play a pivotal role of linking many

fragmented economies to create a bigger and stronger African market that can compete with other global players.

The road network and corridor layout also present the biggest challenge for cross border operators, which is the cost of doing business. That is mainly caused by; -

- Delays at the border posts;
- Inadequate infrastructure (road, parking) at the border posts;
- Frequency of stoppages for law enforcement along the transport corridors;

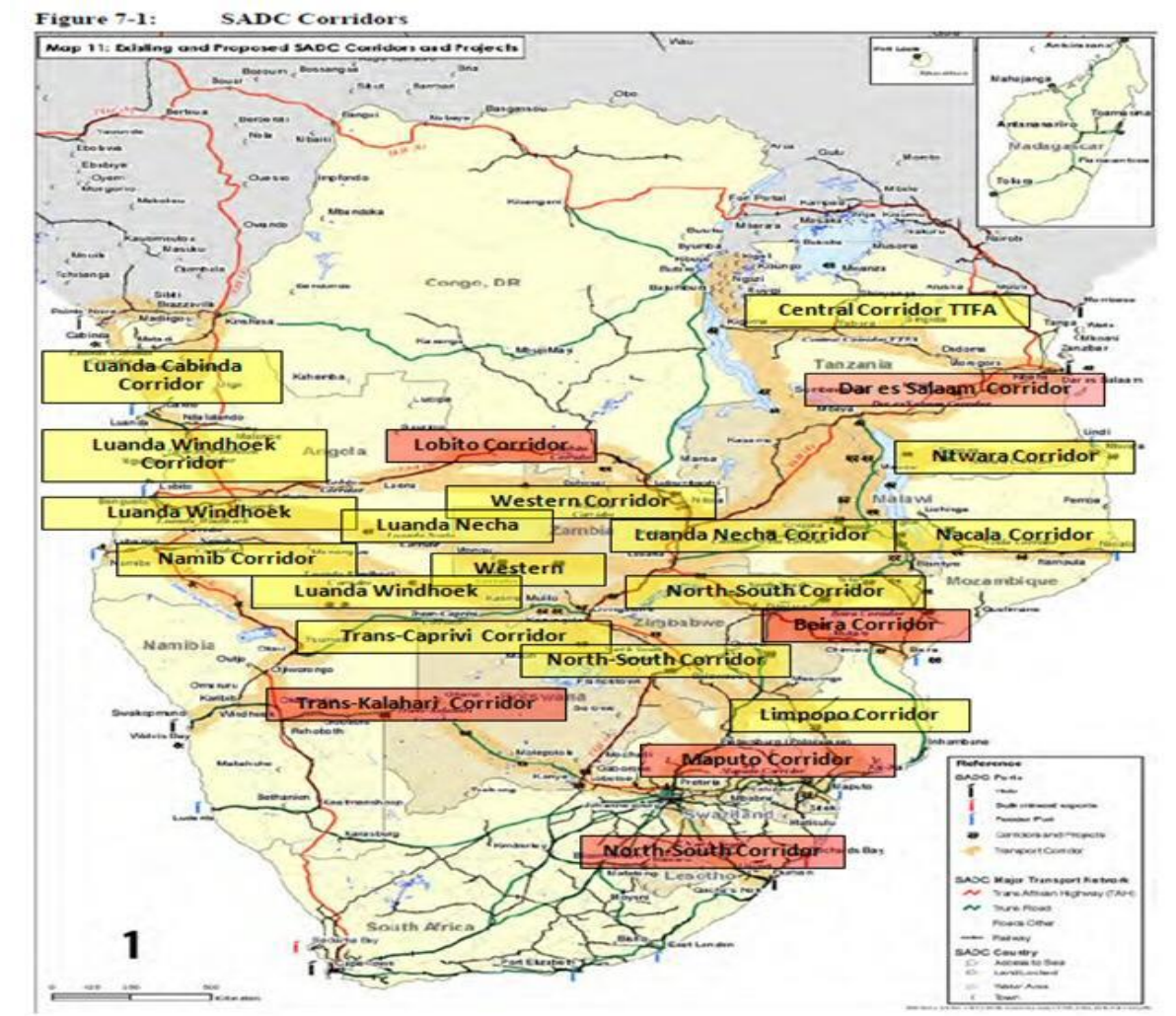


Figure 3 : Map of SADC Corridors

To address challenges facing the cross-border transport and trade environments, various initiatives (reforms) have been approved at *Continental* (e.g. Programme for Infrastructure Development in Africa) *Regional* (e.g. Tripartite Transport and Transit Facilitation Programme) and *National* levels (e.g. OSBPs). Unfortunately, documented evidence reveals that many initiatives are still in the planning/preparatory phases of the project life-cycle.

3.5 The cross-border Value Chain

The success and efficiency in cross border road transportation and trade can only be achieved through recognition of all role players in the value chain. The picture below portrays various private and public-sector stakeholders at seaports, dry ports, corridors, border posts and even in the foreign countries. The cross-border value chain must be used as a reference during stakeholder mapping and analysis to ascertain inclusivity.

CROSS-BORDER ROAD TRANSPORT VALUE CHAIN

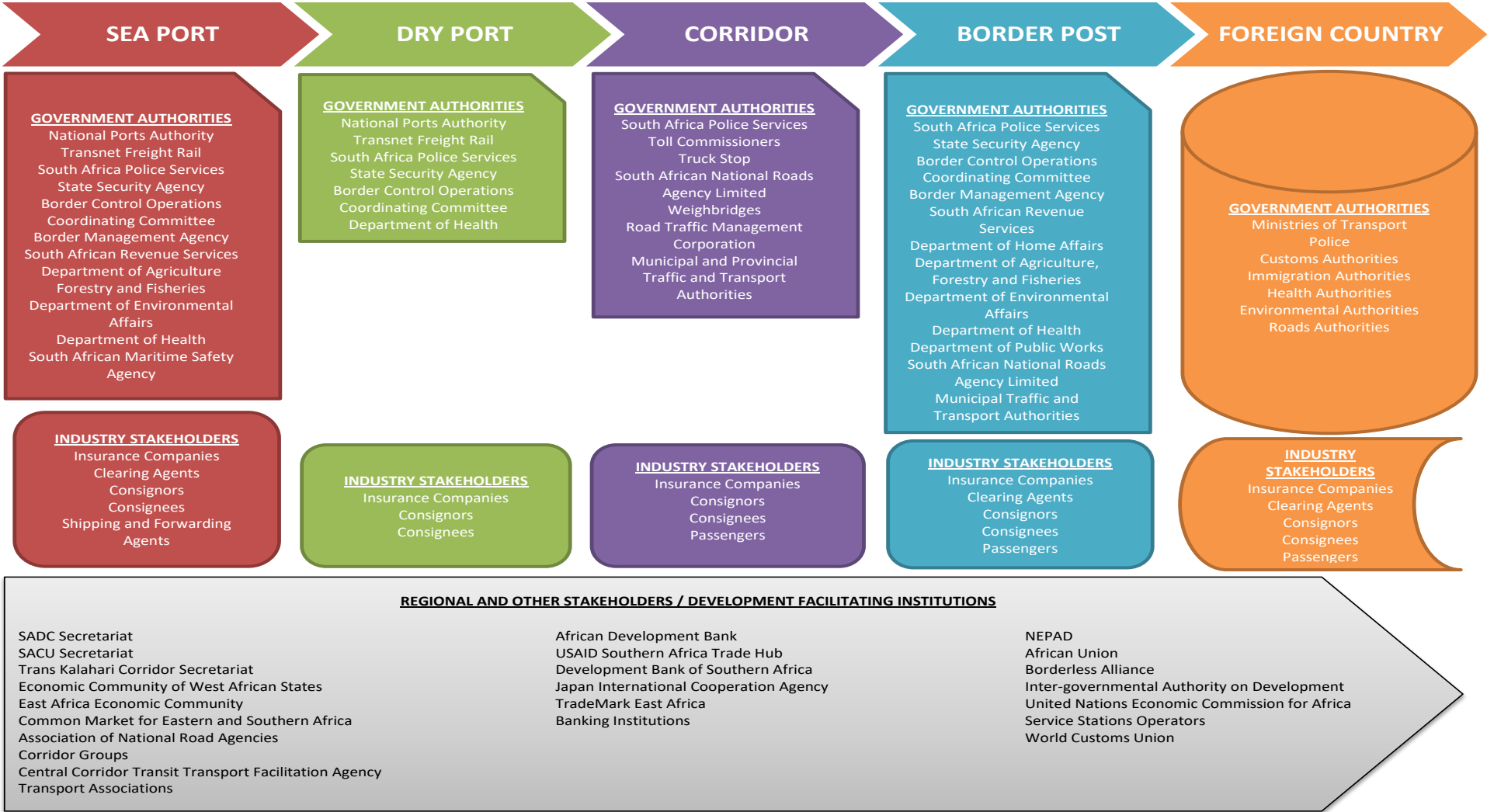


Figure 4: Characteristics and structure of the industry value chain

3.6 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.

3.7 PESTELE

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	<p>The South African political environment is often clouded by corruption, mismanagement, political intolerance, popular protests, and violence.</p> <p>Therefore, winning the support and confidence of public sector and investors considering the political challenges becomes one of the most important jobs of the president of South Africa.</p> <p>This in turn result in an uncoordinated and disjointed implementation of regional protocols, treaties, agreements and regionally agreed programmes and projects.</p>
ECONOMICAL	<p>Insufficient funds for infrastructure maintenance and construction has become a major contributor to challenges that hinder economic growth. The current economic situation in the Southern Africa implies insufficient financial resources for full implementation of mandates and functions, and systems.</p> <p>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.</p> <p>This situation 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.</p> <p>There are various hard and soft infrastructure efficiencies at border posts, including:</p> <ul style="list-style-type: none"> ○ 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
SOCIAL	<p>There is varying and inadequate skills levels within public sector transport institutions. There is little hope of improvement in this regard 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.</p>
TECHNOLOGICAL	<p>There is mainly outdated and inappropriate Information and Communications Technology (ICT) for the exchange of</p>

EXTERNAL FACTORS	IMPACT ON CROSS BORDER INDUSTRY
	<p>information. Lack or low levels of Information Communication Technology that slows exchange of information and creates opportunities for corruption since too much paperwork required for compliance verification. An approach used to minimize contact and transmission of Covid19 virus calls for enhanced ICT across all sectors and that will have to apply to cross border operations.</p>
LEGAL	<p>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. The fragmentation is visible in; -</p> <ul style="list-style-type: none"> ○ 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	<p>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 is 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</p>

Table 2 : PESTEL Analysis

3.8 Performance Environment

Project Name	Key Achievements	Challenges Encountered	Project to be continued/Not	Plans to Address Challenges in the New cycle
RSA/Lesotho impasse	A ground-breaking Memorandum of Understanding was entered into by ICBTO, RSA/Lesotho Corridor and the Free State SANTACO (Madiboho) to regulate Festive season operations between all inland towns of South Africa going to the Kingdom of Lesotho. The MoU is also being used as a pilot instrument towards the normalization of cross-border operations in the corridor.	The temporary solution was arrived at through the corporation of all stakeholders concerned. It is however worth mentioning that traffic (taxis) increased in Ficksburg/Maputsoe ports of entry due to an illegal passage that was opened and only closed on December 24, 2019.	The same approach will be used again during the 2020 Easter peak period with some minor additions to the MOU.	A working Group which is made up of C-BRTA, Department of Police, Roads & Transport in the Free State, Traffic officers from the Province and towns bordering the Mountain Kingdom of Lesotho, SARS and Home affairs officials at the ports of entry as well as SAPS will be meeting in February 2020 to do a 'post mortem of the festive season period' and come up ways to address the challenges encountered towards finding a lasting solution on the impasse.
Facilitated the implementation of the SADC protocol and regional agreements	Establishment of the Cross-Border Road Transport Regulators Forum as a vehicle to facilitate the implementation of the	Member states not meeting set targets and lack of regular forum meetings	To be continued.	Employ more strategies to lobby Member States to attend and realise the value of the Forum and its contribution to the attainment of the goals and

Project Name	Key Achievements	Challenges Encountered	Project to be continued/Not	Plans to Address Challenges in the New cycle
	SADC protocol and regional agreements			objectives of the SADC protocol and regional agreements. To also introduce topical issues to the agenda of action of the Forum to increase value for attending the forum meetings.
Facilitated bilateral meetings with SADC counties	A Working group was formed as a result of a bilateral meeting between South Africa and the Kingdom of eSwatini. The working group facilitates the attainment of long term permits for the RSA/eSwatini corridor operators which had been operating on temporary permits for the past decade.	Member states lack of commitment to having meetings Lack of implementation of resolutions from meetings	To be continued.	To employ more strategies to lobby Member States to set up bilateral meetings in line with bilateral agreements Develop a tracking register to implement resolution from meetings

Table 3 : Summary of Achievements from Previous Cycle

4. Internal Environment

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. There is a general sense of high professionalism that is visible through overall the performance level and clean audits that were achieved for four consecutive years. This could also have resulted from the Agency's efforts to perfect its operating systems and to find solutions that can position it as an excellent regulator. This is evident in various changes that were effected with respect to internal controls, operating systems and effective policies that were put in place.

The current staff component is one hundred and sixty (160), 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.

Table 4 ; Equity Targets and Employment Equity Status - Males

Levels	MALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	4	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	2	0
Skilled	16	3	0	0	1	0	0	0
Semi-skilled	9	0	1	0	0	0	0	0
Unskilled	2	0	0	0	0	0	0	0
Total	54	7	2	0	2	0	4	0

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	33	5	2	0	1	0	1	0
Semi-skilled	26	0	2	0	0	0	3	0
Unskilled	4	0	0	0	0	0	0	0
Total	84	13	5	0	3	0	6	0

Table 5 ; 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

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> Legislative and internal policies The only cross border transport Regulatory Facilitation process for signing of Bilateral and multilateral agreement in the region 	<ul style="list-style-type: none"> Shortage of KPI's that measure impact Outdated and disintegrated IT System (s) Cross border permit is not a requirement at the border. Centralisation of permit applications Unknow brand domestically Not all staff members have laptops to work remotely

<ul style="list-style-type: none"> • Relevant and state of the art ICT facilities to enable staff to work remotely 	<ul style="list-style-type: none"> • ICT infrastructure gap require additional budget when revenue is decreasing
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • 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) • Introduction of new revenue streams 	<ul style="list-style-type: none"> • 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

Table 6 : SWOT Analysis

5. C-BRTA Stakeholder Analysis and Mapping

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 the 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.

5.1 Stakeholder Analysis

C-BRTA wishes to engage and build working relationships with identified stakeholders that play a part in the value chain as outlined in pg20 of this document. The success of the Agency in executing its mandate depends on keeping and maintenance of excellent working relations with its multiple stakeholders at all levels. The nature of the C-BRTA business is mainly

dependent on various key stakeholders both in the private and public sectors. The Agency's Stakeholder Management Plan contains more details pertaining to the Agency's stakeholders.

In developing the C-BRTA stakeholder map, stakeholders were grouped together in terms of the desired outcome of engagement, making it easy to then target these groups with combined messages, using the same channels, as the stakeholders are grouped according to what C-BRTA would want to achieve from the engagement. The relationships that the Agency keeps and maintains allow it to solicit support from a wide range of stakeholders, continental and regional, including government and operators, all of whom add value to the cross border road transport industry value chain

In this way the importance of stakeholders to an organisation can be easily evaluated in terms of the type of relationship or linkage they have to an organisation. This approach suggests that various engagements or relationships that the C-BRTA may form with stakeholders will either be enabling, normative, functional or diffusion linkages based on what the Agency derives from such a relationship.

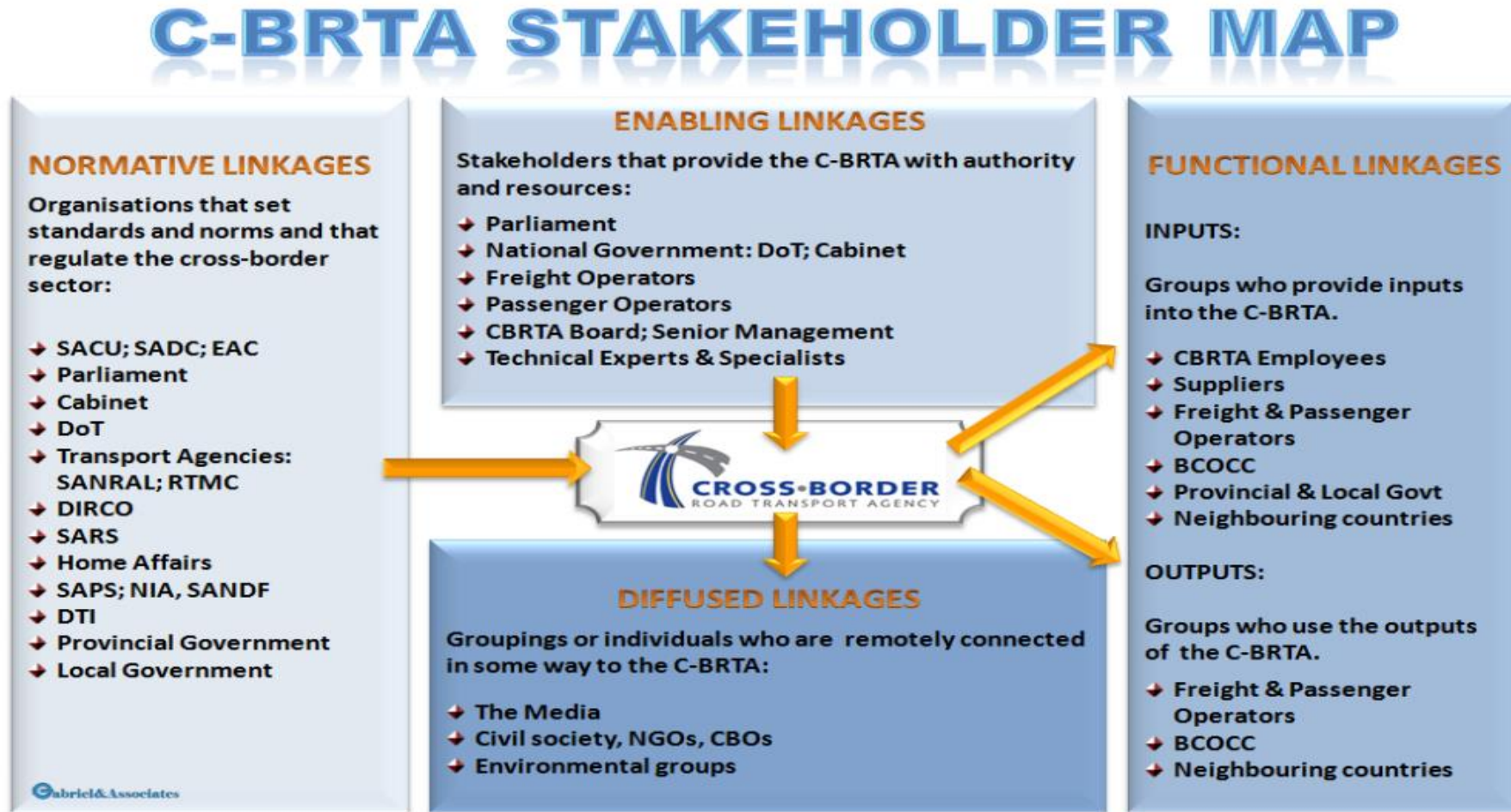
- Enabling Linkages are created through liaising with stakeholders that provide authority and resources. The main objectives for engagements with such stakeholders would be to; -
 - Build credibility in the role and functioning of the C-BRTA.
 - Create an awareness of C-BRTA's value-add to the society;
 - Generate support for the capacitation of the C-BRTA
- Normative Linkages are created with stakeholders that set the standards and norms. The objectives for engagements with the stakeholders are; -
 - Raise awareness of the role of the C-BRTA
 - Clarify roles and responsibilities of the C-BRTA,
 - Build the credibility of the C-BRTA as a cross-border transport regulator etc
- Functional Linkages are created with stakeholders that provide inputs and outputs. Engagement objectives for functional input stakeholders;
 - Beneficiaries' feedback and consultation on operational and business efficiencies
 - Collaboration for efficiency;
 - Committed and motivated, customer-centric employees and suppliers.
- Diffused Linkages are formed with groups or individuals that are remotely connected. The engagement objectives for the diffused stakeholders are to; -
 - Raise public awareness of the role and mandate of C-BRTA

- Create an awareness of the C-BRTA's value-add to the society,
- Enhance the brand image and reputation of the C-BRTA;
- Use Communications and Outreach methodologies to communicate to these stakeholders on a regular basis.

5.2 Stakeholder Mapping

The following diagram depicts C-BRTA stakeholder map that must be taken into consideration during stakeholder prioritisation and engagement planning.

Figure 5 : C-BRTA Stakeholder Map

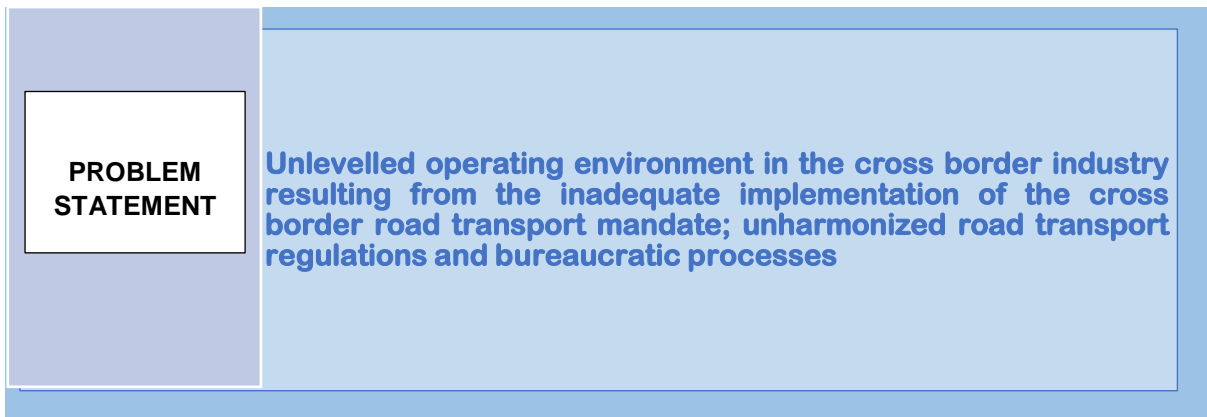


6. Problem Statement

The Situation Analysis conducted assisted in terms of identifying gaps that exists and 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; -



Part C: Measuring Our Performance

1. Institutional Performance Information

As the Agency attempts to solve is an unlevelled operating environment in the cross border industry results from inadequate implementation of the cross border road transport mandate; unharmonized road transport regulations and bureaucratic processes, a list of outcomes that are measurable were identified to enable measurement of progress. These outcomes identified are linked to specific indicators that will show whether the outcomes were achieved. It is assumed that achieving these outcomes will result in the desired impact in the long run.

The outcomes identified relate to the core functions of the C-BRTA. These core functions basically make up the four programmes that will implement the strategy. An administration programme that focuses on the internal priorities that will enable the Agency to function maximally in delivering the required services was also added. The programmes are as follows:

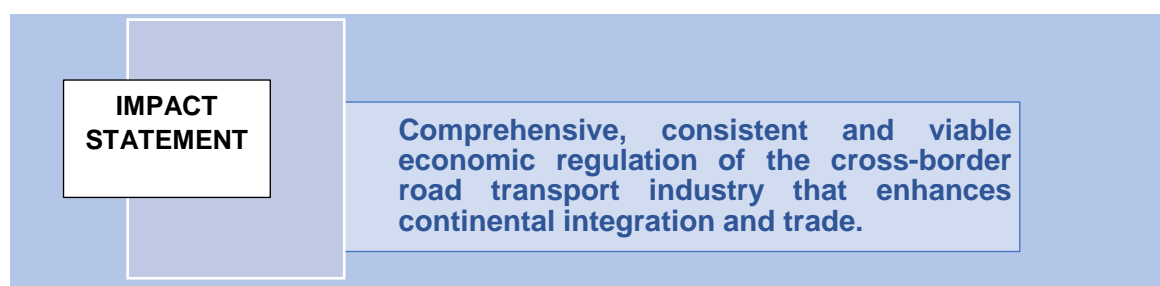
- PROGRAMME 1: Regulatory Services;
- PROGRAMME 2: Law Enforcement;
- PROGRAMME 3: Facilitation;
- PROGRAMME 4: Research & Advisory; and
- PROGRAMME 5: Administration

2. Impact Statement

Defining the **Desired Change** implies responding directly to the problem statement above, whereby each of the critical elements raised are addressed. A desired change will mean that cross border transportation space is seen to have the following aspects; -

- **Comprehensive** – it will be complete and inclusive as it would have addressed the inadequate implementation of the cross-border road transport mandate;
- **Consistent** – there will be uniformity and continuity in the application of regulations as it would have addressed unharmonized road transport regulations
- **Viable economic regulator** – the regulation will be applied as intended and there will be controls to ensure success as it would have addressed the prevalence of bureaucratic processes.

The Impact Statement is; -



3. Measuring Outcomes and Indicators

The table below highlights a summary of outcomes allocated per programme and indicators thereof.

PROGRAMME	OUTCOME	OUTCOME INDICATORS	FIVE YEAR TARGET
1. Regulatory Services	1.1 Enhanced regulatory regime by implementing quality regulation;	1.1.1 Implemented quality regulations through an operator compliance accreditation system(OCAS)	Implemented OCAS
	1.2 Enhanced regulation to facilitate market access;	1.2.1 Balance levels of supply and demand of cross border road transport	Implemented updated MAR
2. Law Enforcement	2.1 Improved compliance to cross border road transport regulation through smart law enforcement	2.1.1 Effective smart law enforcement	Implemented smart law enforcement
	2.2 Safe and reliable cross border road transport	2.2.1. Effective road safety strategy	Implemented cross border road safety strategy

PROGRAMME	OUTCOME	OUTCOME INDICATORS	FIVE YEAR TARGET
3. Facilitation	3.1 Harmonised economic regulations;	3.1.1 Percentage compliance to harmonised cross border road transport policies	90% compliance to cross border road transport policies
	3.2 Increased participation by historically disadvantaged individuals	3.2.1 Percentage increase of participating target groups in the freight & tourism cross border road transport industry	5% increase in the number of participating target groups freight & tourism cross border road transport industry: Women = 3%, Youth = 2% and People with disabilities = 1% ¹
	3.3. Fair operating environment for cross border road transport operators;	3.3.1 Implemented strategies to neutralise restrictive measures	Implemented cross road transport charges
4. Research & Advisory	4.1 Functional and reliable cross border road transport trade facilitation information;	4.1.1 Effective advisory and advocacy services	Functional cross border road transport trade facilitation information platform
5. Administration	5.1 Viable cross border road transport economic regulator	5.1.1 Financially sustainable cross border road transport economic regulator 5.1.2 Effective permit issuance 5.1.3 High performance culture	<ul style="list-style-type: none"> Implemented new revenue streams Functional iCBMS Implemented organisational practice and culture strategy

¹ 1% of people with disabilities will not be additional but part of either women or youth

PROGRAMME	OUTCOME	OUTCOME INDICATORS	FIVE YEAR TARGET
		5.1.4 Effective communication strategy	<ul style="list-style-type: none"> Implemented 100% of communication strategy

Table 7: Outcomes; Indicators & Five-year Target

4. Alignment to Government's Seven Priorities

This section outlines the most important government priorities including the Departmental strategic thrusts and Agency's focus areas to show alignment.

Government Priorities	Link to C-BRTAs Outcomes
<p>Priority 1: Economic Transformation and Job Creation</p> <p>Outcomes:</p> <ul style="list-style-type: none"> Increased access to and uptake of ICT Competitive and accessible markets through reduced share of dominant firms in priority sectors Functional, reliable and efficient economic infrastructure sectors <p>DoT's Strategic Thrust:</p> <ul style="list-style-type: none"> Public transport that enables social emancipation and an economy that works Accelerating transformation towards greater economic participation 	<ul style="list-style-type: none"> Increased participation by historical disadvantaged individuals Fair operating environment for cross border road transport operators Functional and reliable cross border road transport and trade facilitation information Viable cross border road transport economic regulator
<p>Priority 6: A Capable, Ethical and Developmental State</p> <p>Outcome:</p> <ul style="list-style-type: none"> Honest and capable state with professional and meritocratic public servants 	<ul style="list-style-type: none"> Viable cross border road transport economic regulator Implemented cross border management systems Implemented culture enhancement activities

Government Priorities	Link to C-BRTAs Outcomes
<ul style="list-style-type: none"> Professional and ethical public service 	<ul style="list-style-type: none"> Developed and implemented integrated communication strategy
<p>Priority 7: A better Africa and World</p> <p>Outcome:</p> <ul style="list-style-type: none"> Increased investment opportunities for foreign direct investment in the South African economy <p>DoT's Strategic Thrust:</p> <ul style="list-style-type: none"> Accelerating transformation towards greater economic participation 	<ul style="list-style-type: none"> Harmonised economic regulations Improved compliance to cross border road transport regulation Enhanced regulatory regime by implementing quality regulations Enhanced regulation to facilitate market access
<p>Priority 5: Social Cohesion and Safe Communities</p> <p>Outcomes:</p> <ul style="list-style-type: none"> Improved level of trust in the public sector and credibility of public institutions <p>DoT's Strategic Thrust: Safety as an enabler of service delivery</p>	<ul style="list-style-type: none"> Safe and reliable cross border road transport Improved compliance to cross border road transport regulation through smart law enforcement <p>At operational level; -</p> <ul style="list-style-type: none"> Developed an Integrity Management Strategy currently being implemented
<p>Priority 2: Education, Skills and Health</p> <p>Outcomes:</p> <ul style="list-style-type: none"> Improved education, training and innovation Improved employability of youth through skills training 	<ul style="list-style-type: none"> The Agency contributes to this priority through an internship programme for unemployed graduates, and Industry Development Strategy that includes social responsibility initiatives that are conducted at border towns Establishment of the law enforcement academy
<p>Priority 3: Consolidating the social through reliable and quality basic services</p> <p>DoT's Strategic Thrust</p>	<ul style="list-style-type: none"> C-BRTA's role facilitation of sustainable passenger transport operations (reduced conflicts boost business continuity) Youth empowerment through an internship programme whereby interns

Government Priorities	Link to C-BRTAs Outcomes
<ul style="list-style-type: none"> Public transport that enables social emancipation and an economy that works 	<p>are recruited and paid a stipend that is more than the legislated social wage</p>
<p>Priority 4: Spatial Integration, Human Settlements and Local Government,</p> <p>DoT's Strategic Thrust Infrastructure build that stimulates economic growth and job creation</p>	<ul style="list-style-type: none"> Agency partners with stakeholders at local, national and international levels and therefore participates and contributes to designs and development of spatial initiatives.

Table 8 : Alignment to the MTSF and DoT's Strategic Thrusts

4.PROGRAMME PERFORMANCE INFORMATION

4.1 PROGRAMME 1: REGULATORY SERVICES

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

- **Licensing unit** which is primarily responsible for the administration and maintenance of the cross-border road transport permits; and
- **Regulation unit** is tasked with development of regulatory policies and strategies 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.

4.1.1 Outcomes, Outcomes Indicator and Five-Year Targets

The table below demonstrate how this programme will achieve the desired impact over the next five years.

MTSF Alignment Priority 7, A Better Africa and the World Outcomes: <ul style="list-style-type: none"> • Increased investment opportunities for foreign direct investment in the South African economy • Re-industrialisation of the economy and emergence of globally competitive sectors DoT's Strategic Thrust: Accelerating transformation towards greater economic participation			
Outcome	Outcome Indicator	Baseline	Five Year Target
1.1. Enhanced regulatory regime by	1.1.1. Implemented quality regulation through an operator compliance	OCAS registration platform developed	Implemented OCAS

implementing quality regulation ²	accreditation system (OCAS)		
1.2. Enhanced regulation to facilitate market access	1.2.1. Balanced levels of supply and demand of cross border road transport	Developed 4 quarterly MAR implementation reports	Implemented updated MAR tool

Explanation of Planned Performance over the Five-Year Planning Period

1.1. Enhanced regulatory regime by implementing quality regulation	<p>OCAS will transform the regulatory framework and lead to improvement in the harmonisation and regulatory efficiency which will in turn enhance cross-border road transport system efficiency. Overall, this will contribute towards facilitation of unimpeded flow of cross-border road transport movements and trade flow by road between the country and the rest of Africa.</p> <p>The <i>enablers</i> for the achievement of the five-year target are as follows:</p> <ul style="list-style-type: none"> a) Alignment between domestic policy and regulatory instruments to regional programme on quality regulation by the DoT b) Availability of budget for full implementation of OCAS c) Enhancement of the human resource whether through appointment of service provider or appointment of staff <p><i>Achievement of impact</i></p> <p>When OCAS has been fully implemented to promote quality regulation in the cross-border road transport industry.</p>
1.2. Enhanced regulation to facilitate market access	<p>This outcome will contribute to the Agency mandate of regulating access to the cross-border road transport market, freight and passengers by balancing supply and demand.</p> <p>Balanced levels of supply and demand of cross border road transport as measure for the achievement of the outcome will be evidence that regulations that will facilitate market access have been enhanced.</p>

² Quality Regulation means the application of minimum standards that focuses on the operational conduct of the operator with respect to vehicle and driver fitness and promote self-regulation

	<p>The <i>enablers</i> for the achievement of the five-year target are as follows:</p> <ul style="list-style-type: none"> a) Availability of resources b) Updated Market Access regulation tool c) Availability of cross border road transport trade partners permit statistics <p><i>Achievement of impact</i></p> <p>This outcome will influence the achievement of the consistence element of the impact. Consistency in terms of ensuring that permits issued within and outside the borders are balanced as per the agreement parameters.</p>
--	---

Table 9: Outcomes, Outcome Indicators and Targets for Programme 1

4.1.2 Technical Indicator Descriptors

Indicator Title	Implemented quality regulation through an Operator Compliance Accreditation System (OCAS)
Definition	<ul style="list-style-type: none"> • This system refers to the application/use of OCAS as a means of implementing quality regulation in the cross border road transport industry • A system in this regard is a combination of various OCAS elements that will be implemented to achieve the objectives of quality regulation • OCAS is a system to be used to certify and licence cross border operators and is a mechanism that the Agency intends to use for application of quality regulation • Quality regulation means the application of minimum requirements, procedures and standards that focus on the operational conduct of the operator.
Source of data	<ul style="list-style-type: none"> • The information will be sourced from the assessment of the implemented modules of the manuals and through a continuous evaluation of each stage implemented • The information will be collected continuously on the pilots of the manuals and implementation phases

Indicator Title	Implemented quality regulation through an Operator Compliance Accreditation System (OCAS)
Method of calculation/ assessment	<ul style="list-style-type: none"> • Qualitative – successful implementation of OCAS in the cross border road transport industry
Assumptions	<ul style="list-style-type: none"> • Alignment of OCAS to MCBRTA to enable integration • Regulations will be promulgated • Officials will be trained for the pilot • Industry stakeholders will support the pilot phase • Cross border operations will be sustainable for productivity • Operators will be empowered to increase business opportunities
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Not applicable
Reporting Cycle	<ul style="list-style-type: none"> • Annually
Desired Performance	<ul style="list-style-type: none"> • Acceptable performance will be when the scheme is fully established and piloted by both freight and passenger road transport operators by 2023; • OCAS is fully implemented after pilot phase
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Research and Development (during development) • Executive Manager Regulatory Services (during implementation)

Table 10 : TID for Indicator 1.1.1

Indicator Title	Balanced levels of supply and demand of cross border road transport
Definition	<ul style="list-style-type: none"> • This indicator means that the supply of cross border transport should be matched to the demand thereof to prevent oversaturation of routes and protect the South African operator • There are no technical terms used in this indicator
Source of data	<ul style="list-style-type: none"> • The data for this indicator will be sourced from the integrated systems of the Border Management Authority and interstate forums/committees • Permit Statistics reports

Indicator Title	Balanced levels of supply and demand of cross border road transport
	<ul style="list-style-type: none"> Information on the number of operators crossing the border from SARS, DHA
Method of calculation/ Assessment	<ul style="list-style-type: none"> The information will be assessed qualitatively through the analysis of the Market Access Regulations Tool reports (Qualitative)
Assumptions	<ul style="list-style-type: none"> Member States cooperative in terms of sharing the permit statistics information The permit being a requirement at the border The Market Access Regulation Tool is fully updated
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Not applicable
Reporting Cycle	<ul style="list-style-type: none"> Annually
Desired Performance	<ul style="list-style-type: none"> Routes that have been identified as oversaturated have balanced and the MAR tool includes more countries with which the South African operator conducts cross border road transport business with.
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Regulatory Services

Table 11: TID for Indicator 1.2.1

4.2 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 the 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.

4.2.1 Outcomes, Outcomes Indicator and Five-Year Targets

The table below demonstrate how this programme will achieve the desired impact over the next five years.

MTSF Alignment			
Priority 5: Social Cohesion and safe communities			
Outcome: Improved level of trust in the public sector and credibility of public institutions			
DoT's Strategic Thrust: Safety as an enabler of service delivery.			
Outcome	Outcome Indicator	Baseline	Five Year Target
2.1. Improved compliance to cross border road transport regulation through smart law enforcement	2.1.1. Effective smart ³ law enforcement	New indicator	Implemented Smart Law Enforcement
2.2 Safe and reliable cross border road transport	2.2.1 Effective road safety strategy	New indicator	Implemented C-BRTA road safety strategy

³ Smart law enforcement includes intelligent law enforcement and use of technology to conduct law enforcement activities

Explanation of Planned Performance over the Five-Year Planning Period

2.1. Improved compliance to cross border road transport regulation

The aim of this outcome is to realise a reasonable level of compliance with applicable road transport legislation with special emphasis on the cross-border road transport prescripts. The ambition of this outcome reaches beyond improving compliance to improving safety on our roads and thereby improving safety in communities especially those closest to the borders. This outcome could not be linked directly with Priority 5: Social Cohesion, Safe Communities, it mainly contributes to the National Road Safety Strategy. The main contribution being around the enhancement of the use of technology to protect road users and improvement of the effectiveness of law enforcement.

The programme and organisation-wide interconnected enablers are as follows:

- Transparent and accountable governance for the organisation
- Result oriented, efficient, effective and collaborative management;
- Law enforcement officers as agents of the desired change
- Knowledge and effective safe and secure systems

The change strategies that the Agency will employ to track the achievement of the desired outcome will be the effectiveness on the application of the smart law enforcement initiatives.

2.2 Safe and reliable cross border road transport

MTSF Alignment

Priority 5: Social cohesion and safe communication

DoT's Strategic Thrust: Safety as an enabler of service delivery.

The critical need to accelerate road safety initiatives along cross border corridors cannot be over-emphasized. The envisaged strategy will encompass various law enforcement approaches, ranging from gathering of intelligence, application of smart law enforcement as well as physical presence along corridors and at the borders.

	The Agency will ensure that the strategy is consistent with and reinforce the principles that provide the normative foundation for the whole transport sector including integrated programmes with the Safe and reliable transport system being the overarching and unifying principle.
--	---

Table 12 : Outcome, Outcome Indicator and Targets for Programme 2

4.2.2 Technical Indicator Descriptor

Indicator Title	Effective smart law enforcement
Definition	<ul style="list-style-type: none"> This indicator means that C-BRTA will use smart law enforcement techniques that will be successful in improving compliance with road transport legislation. Smart law enforcement means intelligent law enforcement e.g. profiling techniques and use of technology e.g. use of gadgets, etc. to conduct law enforcement activities
Source of data	<ul style="list-style-type: none"> The information will be collected from various sources e.g. Contravention system, Smart Car, etc. The process that is used to collect the information is through physical inspections by profiling inspectors, road transport inspectors
Method of calculation/ Assessment	<ul style="list-style-type: none"> Quantitative - Number of operators that would be found to be non-compliant with the applicable legislation Qualitative – the intelligence that will indicate improved levels of compliance with road transport legislation
Assumptions	<ul style="list-style-type: none"> Number of operator violations are reliably recorded Implemented intelligence-led law enforcement systems Increased visibility of law enforcement officers, 24/7 Systems to identify repeat offenders have been implemented
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Not applicable
Reporting Cycle	<ul style="list-style-type: none"> Annually

Indicator Title	Effective smart law enforcement
Desired Performance	<ul style="list-style-type: none"> • Clear indication of whether actual performance is higher or lower than targeted performance
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Research and Development

Table 13 : TID for Indicator 2.1.1

Indicator Title	Effective road safety strategy
Definition	<ul style="list-style-type: none"> • This indicator means that the Agency will develop a Road Safety Strategy that will guide its road Safety Management System.
Source of data	<ul style="list-style-type: none"> • The information will be collected from various sources e.g. Contravention system, Smart Car, etc. • The process that is used to collect the information is through physical inspections by profiling inspectors, road transport inspectors
Method of calculation/ Assessment	<ul style="list-style-type: none"> • Qualitative – developed strategy
Assumptions	<ul style="list-style-type: none"> • There is full support from the shareholder • There will be no limitations with respect for skills required for implementation • There is budget for implementation
Disaggregation of beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Not applicable
Reporting Cycle	<ul style="list-style-type: none"> • Annually
Desired Performance	<ul style="list-style-type: none"> • An approved strategy that is feasible and its effective implementation effective and impactful
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Research and Development

Table 14: TID for Indicator 2.1.2

4.3 PROGRAMME 3: FACILITATION

Purpose: Facilitation function 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 two 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 Relations** 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.

4.3.1 Outcomes, Outcomes Indicator and Five-Year Targets

The table below demonstrate how this programme will achieve the desired impact over the next five years:

MTSF Alignment:			
Priority 1: Economic Transformation and Job Creation			
Outcome: Inclusive economic growth			
Outcome: Increased ownership and participation by historical disadvantaged individuals			
Priority 6: Capable, Ethical and Developmental State			
Outcome: mainstreamed and institutionalised Youth Development			
Priority 7: A Better Africa the World			
Outcome: Increased investment opportunities for foreign direct investment in the South African economy			
DoT's Strategic Thrust: Public transport that enables social emancipation			
Outcome	Outcome Indicator	Baseline	Five Year Target

3.1. Harmonised ⁴ economic regulations	3.1.1. Percentage compliance to harmonised cross border road transport policies	New indicator	90% compliance to harmonised cross border road transport policies
3.2. Increased participation by historical disadvantaged individuals in the cross-border road transport industry	3.2.1. Percentage increase of participating target groups in the freight & tourism cross border road transport industry	New indicator	5% increase in the number of new entrants in the freight & tourism cross border road industry: Women = 3% Youth = 2% People with disabilities = 1% ⁵
3.3. Fair ⁶ operating environment for cross border road transport operators	3.3.1. Implemented strategies to neutralise restrictive measures	New indicator	Implemented cross border road transport charges to reciprocate

Explanation of Planned Performance over the Five-Year Planning Period

3.1. Harmonised economic regulations	<p>MTSF Alignment:</p> <p>Priority 7: A Better Africa the World</p> <p>Outcome: Increased investment opportunities for foreign direct investment in the South African economy</p> <p>The Agency's role is to develop partnerships with SADC counterparts and fostering positive relationships aimed at improving transport facilitation and development of trade amongst SADC countries. Given the fact that every member state in the region is sovereign with its own policies and regulations, it makes it very difficult to achieve alignment in the cross-border environment. Although agreements such as the SADC protocol on Transport, Communication and Meteorology and the</p>
--------------------------------------	---

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

⁵ The 1% people with disabilities will not be additional numbers but a part of either women or youth

⁶ Fair means that there is a balance in terms of operating conditions for all cross border road transport operators

	<p>Tripartite Agreements have been put in place to lighten this challenge, it is evidence that monitoring implementation of this agreements remains a challenge. It is in this background that this outcome become very relevant.</p> <p><i>Achievement of Impact</i></p> <p>Through various stakeholder engagement platforms such as Joint Route Management Group (JRMG), TTTFP and others, the Agency will ensure that such agreements are implemented and adhered to. This will assist in making the desired impact that shows consistency in application of regulations.</p>
<p>3.2. Increased participation by historical disadvantaged individuals in the cross-border road transport industry</p>	<p>MTSF Alignment:</p> <p>Priority 1: Economic Transformation and Job creation</p> <p>Outcome: Competitive and accessible markets through reduced share of dominant firms in priority sectors</p> <p>Target: Increased competition in concentrated economic sectors</p> <p>Indicator: 20% increase in small business in historically concentrated economic sectors; and</p> <p>DoT's Strategic Thrust: Accelerating transformation towards greater economic participation</p> <p>The C-BRTA has a mandate to support small business in the cross-border industry. The Agency in attempting to contribute towards the challenges of inequality in this country, have over the years been implementing its industry development strategy. The theory of change methodology applied in planning this year has opened new possibilities that will ensure that the challenges of inequality are addressed. These initiatives have been at a small scale because of limited resources. But with collaboration with other partners such as the Development Finance Institutions, great things can be achieved.</p> <p>The rationale for the selection of the outcome indicator is that it will enable the measurement achievement of the outcome reliably. It will look at the increase in the number of new entrants specifically for the freight and tourism which is highly dominated by the advantaged groups and big business. The data though not readily available, processes at the application processes will have to be amended and therefore be able to determine a reliable baseline information.</p>

	<p>Achievement of Impact</p> <p>This outcome will assist in facilitating the desired change thereby target mainly women, youth and people with disability. The Agency is striving to achieve this through putting in place industry development programmes that will broaden participation.</p>
3.3. Fair operating environment for cross border road transport operators	<p>MTSF Alignment:</p> <p>Priority 1: Economic Transformation and Job creation</p> <p>Outcome: Inclusive economic growth</p> <p>Target: Economic growth increases to at least 2.5% by 2024 against the NDP 2030 target of 5.4%</p> <p>Indicator: Global competitiveness index position improved from 67th to 60th by 2024</p> <p>DoT's Strategic Thrust:</p> <ul style="list-style-type: none"> Public transport that enables social emancipation and an economy that works Accelerating transformation towards greater economic participation <p>This outcome implies that the Agency will be able to facilitate fair and equal treatment of operators through reciprocal application of regulations. Introduction of Cross Border Road User Charges to serve as instrument will make this possible. This outcome will ensure contribution towards desired impact as it will ensure consistency in application of regulations.</p>

Table 15: Outcomes, Outcome Indicator and Targets for Programme 3

4.3.2 Technical Indicator Descriptors

Indicator Title	Percentage compliance to harmonised cross border road transport policies
Definition	<ul style="list-style-type: none"> This indicator means that the Agency will implement the agreements incrementally to facilitate harmonisation of regulations that will enable free trade in the region. Harmonised means reduction of diversity of economic regulations that exists amongst the member states.
Source of data	<ul style="list-style-type: none"> Annual compliance reports on readiness to implement the agreements

Indicator Title	Percentage compliance to harmonised cross border road transport policies
	<ul style="list-style-type: none"> The information is collected through assessments
Method of calculation/ Assessment	<ul style="list-style-type: none"> Quantitative – a percentage count as per reports
Assumptions	<ul style="list-style-type: none"> Cooperation / support from internal divisions to ensure timely progress Buy-in and cooperation from external stakeholders (South African corridor and border management agencies/ departments and Tripartite Communities) as well as cross border road transport operators.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Not applicable
Reporting Cycle	<ul style="list-style-type: none"> Annually
Desired Performance	<ul style="list-style-type: none"> At least 85% compliance with the applicable agreements specifically on cross border related matters.
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Facilitation

Table 16: TID for Indicator 3.1.1

Indicator Title	Percentage increase of participating by target groups in the freight & tourism cross border road transport industry
Definition	<ul style="list-style-type: none"> This indicator means that the Agency wants to facilitate entry to the cross border freight and tourism industry for the previously disadvantaged individuals There are no technical terms used in this indicator
Source of data	<ul style="list-style-type: none"> The information will be collected from iCBMS on new and existing freight and tourism operators The process that is used to collect the information will be during the permit application process
Method of calculation/ Assessment	<ul style="list-style-type: none"> Quantitative information i.e. total number of freight/tourism operators – denominator and the total number of women/youth/ people with disabilities that are previously disadvantaged - numerator

Indicator Title	Percentage increase of participating by target groups in the freight & tourism cross border road transport industry
Assumptions	<ul style="list-style-type: none"> • Cooperation / support from internal divisions to ensure timely progress • Regulations in terms of the application processes has been amended • Buy-in and cooperation from existing freight and tourism cross border operators to incubate/couch and mentor the aspiring operators • Skills development initiatives are successful • Access to Development Financial Institution programme initiatives
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Women = 3% • Youth = 2% <p>(Of which 1% out of the 5% target should be people with disabilities)</p>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Not applicable
Reporting Cycle	<ul style="list-style-type: none"> • Annually
Desired Performance	<ul style="list-style-type: none"> • At least the following percentages will be acceptable: <ul style="list-style-type: none"> ○ Women = 2% ○ Youth = 1% ○ People with disabilities 0.5%
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Facilitation

Table 17: TID for Indicator 3.2.1

Indicator Title	Implemented strategies to neutralise restrictive measures
Definition	<ul style="list-style-type: none"> • This indicator means that the Agency will develop strategies that will be implemented to respond to restrictive measures implemented by counterparts to our South African operators • Counteractive measures mean reciprocating strategies/approaches
Source of data	<ul style="list-style-type: none"> • Research on constraints experienced by South African cross border operators; counterpart meetings; etc. • The process that is used to collect the information is through surveys by the research team on corridors,

Indicator Title	Implemented strategies to neutralise restrictive measures
	reported information by the operators at the corridor meetings, etc.
Method of calculation/ Assessment	<ul style="list-style-type: none"> Quantitative – count of counteractive measures implemented
Assumptions	<ul style="list-style-type: none"> There is consensus on the methodology or strategy of reciprocity with the affected parties, e.g. the BMA
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Not Applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Not applicable
Reporting Cycle	<ul style="list-style-type: none"> Annually
Desired Performance	<ul style="list-style-type: none"> Partial implementation of the cross border road user charges
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Facilitation

Table 18 : TID for indicator 3.3.1

4.4 PROGRAMME 4: RESEARCH AND ADVISORY

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

- **Research Services** which is responsible for conducting an in-depth research in relevant areas with the aim of providing scientifically-driven solutions to the Agency and information to key industry stakeholders.
- **Advisory Services** focuses on advocacy and influencing policy direction, enhancing development of the sector through direct participation in various national and regional structures and programmes, and designing and implementation of initiatives aimed at enhancing the development of the sector.

4.4.1. Outcomes, Outcomes Indicator and Five-Year Targets

The table below demonstrate how this programme will achieve the desired impact over the next five years:

Priority 7: A better Africa and the World			
Outcome: Increased investment opportunities for foreign direct investments in the South African Economy			
DoT's strategic Thrust: Public transport that enables social emancipation and an economy that works			
Outcome	Outcome Indicator	Baseline	Five Year Target
4.1. Functional and reliable cross border road transport trade facilitation platform	4.1.1. Effective advisory and advocacy services	ASCBOR, Country Profiles, Cross border calculator	Functional cross border road transport trade facilitation platform

Explanation of Planned Performance over the Five-Year Planning Period

<p>4.1. Functional and reliable cross border road transport trade facilitation platform</p>	<p>The need for a better Africa necessitates continuous improvement of the transport system, enhancement of trade between countries and moving towards an integrated Continent. This in turn requires the application of relevant and reliable data for reference by public and private sector stakeholders in decision making, design and development of policies, legislation and programmes, as well as for business to identify opportunities that exist. This can only be possible if there is continuous effort in gathering and analysis of data which is used as the basis for decision making purposes</p> <p>The Agency will continue to conduct research and compile advisory reports such as Corridor Performance Indicators, Cost of Doing Business, Country profiles, the Annual State of Cross Border Report and the cross-border flow calculator to contribute to create an information platform.</p> <p>The Agency will further put effort in identifying gaps for purposes of ascertaining that there is always relevant information whenever need arise. This outcome will make it possible for the Agency to propel the realisation of the desired impact as it will ensure comprehensive approach to improvement of the cross-border industry, trade facilitation by road and regional integration</p>
---	---

Table 19 : Outcomes, Outcome Indicators and Targets for Programme 4

4.4.2 Technical Indicator Descriptors

Indicator 4.1.1.

Indicator Title	Effective advisory and advocacy services
Definition	<ul style="list-style-type: none"> This implies that the Agency will successfully conduct research and compile advisory reports based on reliable data, distribute the information, engage and lobby stakeholders on research findings and recommendations in order to acquire support and influence decisions

Indicator Title	Effective advisory and advocacy services
Source of data	<ul style="list-style-type: none"> • Data will be acquired from previous research reports compiled like ASCBOR, Country Profiles, cross border calculator • Research data is collected through various means like desktop studies, stakeholder engagements, benchmarking, surveys, interviews, focus groups and secondary data analysis
Method of calculation/ Assessment	<ul style="list-style-type: none"> • Qualitative – an assessment on how the reports are used after they were compiled to influence stakeholders • Quantitative – through the count of reports produced and applied for advisory and advocacy purposes
Assumptions	<ul style="list-style-type: none"> • All reports produced were based on reliable data • The reports will be presented at the right platforms and stakeholders in the country and the region for purposes of advocacy.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Various stakeholders with an interest in the design and development of cross-border road transport infrastructure, programmes and systems, cross-border trade by road and regional integration including the Minister, DoT, other Government Departments, local authorities, cross-border operators, border stakeholders, corridor management stakeholders, regional and continental stakeholders
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Not applicable
Reporting Cycle	<ul style="list-style-type: none"> • Annual
Desired Performance	<ul style="list-style-type: none"> • Having successfully developed research reports and presented them to prioritised stakeholders for purposes of advocacy
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Research and Advisory

Table 20 : TID for Indicator 4.1.1

4.5 PROGRAMME 5: ADMINISTRATION PROGRAMME

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.
- **Finance and Supply Chain Management** which provides financial and supply chain management to the Agency while ensuring compliance with statutory compliance and best practice models.
- **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.

4.5.1 Outcomes, Outcomes Indicator and Five-Year Targets

The table below demonstrate how this programme will achieve the desired impact over the next five years:

<p>Priority 1: Economic Transformation and Job Creation Outcome: Inclusive economy, enabled by advanced digital technologies, which provides equally accessible, intelligent and competitive products and services through government and industry Outcome: Functional, reliable and efficient economic infrastructure sectors</p> <p>Priority 6: A Capable, Ethical and Developmental State Outcome: Functional and integrated government Outcome: Honest and capable state with professional and meritocratic public servants Outcome: Professional and ethical public service Outcome: Developmental state and compact with citizens, responsive, public trust</p>			
Outcome	Outcome Indicator	Baseline	Five Year Target
Viable ⁷ cross border road transport economic regulator	Financially sustainable cross border road transport economic regulator	Business case on 'sale of information' revue stream, 2019/20	Commercialised information implemented

⁷ Viable economic regulator means that the Agency is financially sustainable, it has efficient business operating systems, it is a high performing organisation and an employer of choice

Priority 1: Economic Transformation and Job Creation

Outcome: Inclusive economy, enabled by advanced digital technologies, which provides equally accessible, intelligent and competitive products and services through government and industry

Outcome: Functional, reliable and efficient economic infrastructure sectors

Priority 6: A Capable, Ethical and Developmental State

Outcome: Functional and integrated government

Outcome: Honest and capable state with professional and meritocratic public servants

Outcome: Professional and ethical public service

Outcome: Developmental state and compact with citizens, responsive, public trust

Outcome	Outcome Indicator	Baseline	Five Year Target
		implementation report	
	Effective permit issuance	Approved EA Plan, Implemented prioritised intervention (new iCBMS)	Fully functional iCBMS
	High performance culture	New indicator	Fully implemented organisational practice and culture strategy
	Effective communication strategy	New indicator	80% implementation of communication strategy
Explanation of Planned Performance over the Five-Year Planning Period			
Viable cross border road transport economic regulator	To contribute to Priority 6 - A Capable, Ethical and Developmental State, the Agency is geared to efficiently and effectively provide value-add service to cross border road transport operators through development of an integrating its systems and adapting its functional and reliable technology. As a self-funding institution, the Agency will continue to identify and apply alternative revenue streams that will address its financial needs whilst it keeps the Agency sustainable. One of the opportunities identified was sale of information, the roll-out plan for which was developed and approved by Board during 2018/19. This plan will be under implementation for purposes of ensuring sustainability of the institution.		

Priority 1: Economic Transformation and Job Creation
 Outcome: Inclusive economy, enabled by advanced digital technologies, which provides equally accessible, intelligent and competitive products and services through government and industry
 Outcome: Functional, reliable and efficient economic infrastructure sectors

Priority 6: A Capable, Ethical and Developmental State
 Outcome: Functional and integrated government
 Outcome: Honest and capable state with professional and meritocratic public servants
 Outcome: Professional and ethical public service
 Outcome: Developmental state and compact with citizens, responsive, public trust

Outcome	Outcome Indicator	Baseline	Five Year Target
	<p>Further to that, in its strive to be an employer of choice, the Agency is attracting and retaining professional public servants to deliver required services. This links directly to the provision of basic service delivery with transport being a means to an end.</p> <p>In order to increase its visibility, the Agency will develop and implement a communication strategy, which will serve as a framework that communicates the Agency’s narrative internally and externally, using various communications channels.</p>		

Table 21: Outcomes, Outcome Indicators and Targets for Programme 5

4.5.2 Technical Indicator Descriptor

Indicator 5.1.1

Indicator Title	Financially sustainable cross border road transport economic regulator
Definition	<ul style="list-style-type: none"> This indicator means that the Agency should be financially sustainable as an economic regulator Financial sustainability in this regard implies that the Agency will be viable and able to fund all the inputs required to operate efficiently as a regulator
Source of data	<ul style="list-style-type: none"> The information will be acquired from reports on revenue streams to be implemented as outlined in the Business Case for revenue streams, Financial report at the end of implementation period will used as reference

Indicator Title	Financially sustainable cross border road transport economic regulator
	<ul style="list-style-type: none"> The approved roll-out plan for sale of information will also serve as a guide for implementation. The process used to collect data will be the organisational financial systems
Method of calculation/ Assessment	<ul style="list-style-type: none"> A count of revenue streams implemented at the end of 5 years (quantitative)
Assumptions	<ul style="list-style-type: none"> The target market is ready for the commercialised information There is market for training on C-BRTAct Updated financial systems and processes are fully operational
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Not applicable
Reporting Cycle	<ul style="list-style-type: none"> Annually
Desired Performance	<ul style="list-style-type: none"> At least one commercialised information revenue stream is implemented
Indicator Responsibility	<ul style="list-style-type: none"> Chief Financial Officer (@ implementation)

Table 22: TID for Indicator 5.1.1

Indicator 5.1.2

Indicator Title	Effective end-to-end permit process management
Definition	<ul style="list-style-type: none"> This indicator means that the IT systems are functioning as intended There are no technical terms used in the indicator
Source of data	<ul style="list-style-type: none"> The cross border management systems (iCBMS)
Method of calculation/ Assessment	<ul style="list-style-type: none"> Qualitative assessment of various factors e.g. effectiveness of the queue management system
Assumptions	<ul style="list-style-type: none"> The regulations are amended There is available financial resource
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Not applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Not applicable
Reporting Cycle	<ul style="list-style-type: none"> Annually

Indicator Title	Effective end-to-end permit process management
Desired Performance	<ul style="list-style-type: none"> Fully functional iCBMS
Indicator Responsibility	<ul style="list-style-type: none"> Chief Information Officer

Table 23 : TID for Indicator 5.2.1

Indicator 5.1.3

Indicator Title	High performance culture
Definition	<ul style="list-style-type: none"> The indicator means that the organisation, systems and people are attuned to excellence in their service offering There are no technical terms used in the indicator
Source of data	<ul style="list-style-type: none"> The information will be obtained from surveys, organisational performance reports as well as Annual reports. The process that is used to collect the information
Method of calculation/ Assessment	<ul style="list-style-type: none"> The method of calculation will both be quantitative and qualitative. In terms of survey, organisational performance reports – quantitative as we will rely on the numbers that will be projected that reflects performance
Assumptions	<ul style="list-style-type: none"> Support and increased participation by decision makers and labour will translate to improved performance in terms of organisational culture Strengthened communication mechanism on all matters that may affect the organisational culture
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Not Applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Not Applicable
Reporting Cycle	<ul style="list-style-type: none"> Annually
Desired Performance	<ul style="list-style-type: none"> Fully implemented organisational practice and culture strategy
Indicator Responsibility	<ul style="list-style-type: none"> Executive Manager Corporate Services

Table 24: TID for Indicator 5.3.1

Indicator 5.1.4

Indicator Title	Effective Communication Strategy
Definition	This indicator means that the Agency will develop and implement a communication strategy. A communication strategy is a plan to achieve communication objectives in terms of marketing and outreach.
Source of data	<ul style="list-style-type: none"> • Implemented annual strategic communications plan • Quarterly reports from divisions on communication initiatives
Method of calculation/ Assessment	Qualitative – developed and implemented communication strategy
Assumptions	<ul style="list-style-type: none"> • Increased staff capacity • Implementation of culture initiatives • Budget availability for implementation purposes • There will be divisional accountability on implementation of communications plan • Divisions will support the implementation of the strategic communications strategy
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Reporting Cycle	<ul style="list-style-type: none"> • Annually
Desired Performance	<ul style="list-style-type: none"> • A strategy that is effectively implemented, • Enhanced understanding and appreciation of the mandate of the Agency by internal and external stakeholders
Indicator Responsibility	<ul style="list-style-type: none"> • Executive Manager Corporate Services

Table 25 : TID for Indicator 5.4.1

4. Resource Considerations

	ACTUAL OUTCOMES			CURRENT	MEDIUM TERM ESTIMATES			LONG TERM ESTIMATES	
	ACTUAL	ACTUAL	ACTUAL	PROJECTED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-Mar-17	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-22	31-Mar-23	31-Mar-24	31-Mar-25
	AUDITED	AUDITED	AUDITED	PROJECTED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
OPERATING EXPENDITURE	198,926	189,740	224,048	245,719	216,668	275,177	291,922	310,100	326,823
Administration Fees	-	23,435	37,027	39,596	30,845	35,735	33,949	32,251	30,639
Compensation of Employees	142,703	110,892	126,314	144,702	135,130	166,957	181,148	196,545	213,252
Goods and Services	53,674	53,203	57,307	57,753	45,293	65,507	68,797	72,246	75,863
Depreciation and Amortisation	2,549	2,211	3,400	3,667	5,399	6,978	8,028	9,057	7,070
CAPITAL EXPENDITURE	1,469	5,235	3,852	13,300	10,100	10,100	11,100	3,000	3,000
PPE	1,379	3,917	3,397	4,700	2,000	2,000	2,000	2,000	2,000
INTANGIBLES	89	1,319	455	8,600	8,100	8,100	9,100	1,000	1,000
TOTAL EXPENDITURE	200,395	194,975	227,899	259,019	226,768	285,277	303,022	313,100	329,823

Table 26: Budget Allocation by Nature of Expenditure as per the ENE and/or EPRE

	ACTUAL OUTCOMES			CURRENT	MEDIUM TERM ESTIMATES			LONG TERM ESTIMATES	
	ACTUAL	ACTUAL	ACTUAL	PROJECTED	ORIGINAL BUDGET	REVISED BUDGET	BUDGET	BUDGET	BUDGET
	31-Mar-17	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21	31-Mar-21	31-Mar-22	31-Mar-23	31-Mar-24
	AUDITED	AUDITED	AUDITED	PROJECTED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
PROGRAMME 1-ADMINISTRATION	88,546	112,690	126,719	129,858	135,383	118,782	146,792	158,418	170,825
PROGRAMME 2-REGULATORY	16,307	16,086	18,331	25,173	28,897	22,747	31,101	33,489	36,074
PROGRAMME 3-RESEARCH AND DEVELOPMENT	15,786	24,628	28,396	32,670	37,367	30,258	40,072	42,995	46,154
PROGRAMME 4-STAKEHOLDER RELATIONS	-	12,744	13,424	18,422	19,998	14,035	21,476	23,071	24,795
PROGRAMME 5-LAW ENFORCEMENT	78,287	23,592	37,178	39,596	37,616	30,845	35,735	33,949	32,251
TOTAL OPERATING EXPENDITURE	198,926	189,740	224,048	245,719	259,262	216,668	275,177	291,922	310,100

Table 27: Budget Allocation for Programme and Sub-programmes as per the ENE and/or EPRE

Explanation of the contribution of resources towards achievement of Outcomes Per Programme

4.1.1. Regulatory Services Programme is responsible for regulating access to the cross-border road transport market (freight and passengers) through a permit administration regime.

The function is geared towards the promotion of socio-economic development and regional integration through compliance to the Agency's legislative and other related regulations, as well as the provision of the bi-lateral and multi-lateral road transport agreements.

Expenditure on Regulatory Services is expected to increase by 13% in 2021 and thereafter increase by 8% which include annual inflationary increase. This includes human resources capacitation of Regulatory services to facilitate the harmonisation of regional regulatory regime.

4.1.2. Law Enforcement Programme Law Enforcement Programme is responsible for inspections and enforcing compliance with cross border road transport laws and regulations. Expenditure in law enforcement is expected to decrease by 5% in the medium to long term. This is due to expected improvement in levels of compliance by road transport operators due to various measures of compliance such as the implementation of Border Management Act.

4.1.3. Facilitation Programme collaborates and form relations with both primary and secondary stakeholders within the industry with a view of attaining the desired state of free-flowing transport of goods and passengers along the corridors. It further facilitates regional integration through a structured campaign that seeks to influence the African agenda for change. Expenditure on stakeholder relations is expected to increase by 11% due to human resources capacitation of the function as well as provision for various engagements with regional counterparts. Thereafter the expenditure is expected to increase by 8% which include annual inflation

4.1.4. Research and Advisory Programme provide strategic and operational support within the Agency through project management, research, business performance, monitoring and evaluation, strategic and stakeholder relations, customer services. Capacity in the programme requires enhancements. Thus. expenditure on research and development is expected to increase by 15% and thereafter by 7% per annum in the medium to long term.

4.1.5. Administration Programme exists to ensure effective leadership and administrative support to the C-BRTA on the delivery of set outcomes. It includes maintenance of physical resources as well as information technology resources. Expenditure on the administration programme is expected to increase by 16.6% in 2021 due to the envisaged implementation

of the iCBMS system to improve efficiency in service delivery, and thereafter increase by 7% due to inflation.

5. Key Risks and Mitigation Plans

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.

OUTCOMES	KEY RISKS	MITIGATION
1.1 Enhanced regulatory regime by implementing quality regulations;	Lack of cooperation from key industry stakeholders	Strategic stakeholder consultation Promulgation of regulations
1.2 Enhanced regulation to facilitate market access;	Inability to balance demand and supply due to lack of reliable data	Strategic stakeholder consultation
2.1 Improved compliance to cross border road transport regulation through smart law enforcement;	Financial constraints	Implementation of new revenue streams
2.2 Safe and reliable cross border road transport	Inadequate implementation of stakeholder agreements with other regulatory authorities	Strategic stakeholder consultation
3.2 Harmonised economic regulations;	Lack of buy-in from domestic and regional stakeholders playing a role in border and corridor management	<ul style="list-style-type: none"> • Participation in national and regional road transport structures • Implementation of regional programmes
3.2 Increased participation by historically disadvantaged individuals	Lack of benefits for new entrance Barriers to entry	<ul style="list-style-type: none"> • Reviewed regulatory model to consider differentiated fees for BBBEE compliant operators.

OUTCOMES	KEY RISKS	MITIGATION
		<ul style="list-style-type: none"> • Training to SMME's and outreached programmes for potential new entrants to the cross-border market
3.3. Fair operating environment for cross border road transport operators;	Non-application of the principle of reciprocity by RSA when appropriate	<ul style="list-style-type: none"> • Broad consultations with various stakeholders (DoT and other relevant government departments) • Obtain buy-in from decision-makers
4.1 Functional and reliable cross border road transport trade facilitation information;	Lack of real time reliable data	Partnerships with reputable research institutions
5.1 Viable cross border road transport economic regulator	<ul style="list-style-type: none"> • Unsustainable funding model • Inadequate regulatory economic regime 	Implementation of new revenue streams

Table 28 : Risks linked to Outcomes and Mitigation Factors