



Annual Performance Plan 2015-16

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FOREWORD BY THE EXECUTIVE AUTHORITY



The development of this 2015/2016 Annual Performance Plan is informed by the need for a cross-border road transport system capable of advancing South Africa's ambitions as articulated in the National Development Plan (NDP), Vision 2030. The Plan is further informed by the need to ensure that the Cross-Border Road Transport Agency (C-BRTA) rolls-out programmes that directly respond to the needs of cross-border road transport operators and the regional economy at large. Cross-border road transport plays a fundamental role towards enabling economic development, regional trade and integration in the SADC region.

The National Development Plan requires that organs of state actively play a role towards the realisation of the objectives outlined in the Vision 2030 document. In the same context, the C-BRTA is required to ensure that the cross-border road transport industry is sustainable, characterised by high efficiency, quality and productivity.

The Agency is enjoined to facilitate the unimpeded flow of cross-border road transport movement between South Africa and her neighbouring Southern African Development Community (SADC) Member States. The 2015/2016 Annual Plan initiates various strategic options to achieve this.

Given the foregoing, the 2015/2016 Annual Performance Plan prioritises the value to be derived by the cross-border operators, in their cause of doing business. The implementation of these programmes will lead to cross-border road transport value chain efficiency, reduction of operational constraints and corridor delays.

The programmes will also be implemented with a regional perspective in order to ensure that the attainment of both domestic and regional NDP objectives are enhanced.

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

A handwritten signature in black ink, appearing to read 'ED Peters'.

Minister ED Peters, MP
Minister of Transport
Executive Authority, C-BRTA

FOREWORD BY THE ACCOUNTING AUTHORITY

The role of transport continues to be a significant input into the trade equation at both global and regional levels. Regions with efficient transport systems continue to be associated with booming economies, high trade volumes and enough momentum towards improvement of their socio-economic environments.

Evidence on the ground proves that most African countries do not have efficient transport systems worse still at regional levels. It is not an overstatement to mention that an overhaul approach is required in order to turn around the road transport sector in Africa. Meanwhile the significance of the land transport systems on the African continent continues to increase as the global economy continues to recover from the 2008 financial crisis. Of importance is the sustained dominance of road transport (at 80% of overall traffic volume) over rail transport (which carries 20% of the traffic volumes) in Africa. Given the intricate correlation between trade and transport, the improving trade environment has continued to put pressure on the regional transport system which has not been receiving adequate soft and hard infrastructure investment against rising demand. Meanwhile, the road transport regulatory authorities in the COMESA-EAC-SADC tripartite continue to be challenged to find lasting solutions to transport externalities, non-tariff barriers and the effects of regulatory and legislative fragmentation at national and regional levels.

It is against this background that regulatory authorities are challenged to come up with effective, efficient and fit-for-purpose industry responsive strategies that are inculcated into the regional and domestic policies and legislative environment. The C-BRTA as one of the major stakeholders in the cross-border industry is committed to partner with other stakeholders towards turning around the status quo. The various national legislative instruments, domestic and regional policy directives (including the National Development Plan, the White Paper on National Transport Policy of 1996 and the SADC Protocol on Transport, Communications and Meteorology), outlined later in this strategic plan and various international agreements South Africa subscribes to articulates the need to advance cross-border transport movement facilitation, safety, security, reliability, quality and efficiency of transport services, seamless movement of goods and passengers in the region, harmonisation of standards and regulations, reduction of constraints, intra-regional trade, improving sector productivity and the need for greater regional integration, cooperation and coordination with a view to enhance economic development. The Agency continues to support implementation of initiatives that seek to advance the objectives of these domestic and regional instruments.

The major emerging issues in the cross-border industry namely the emergence of new entities, the Tripartite agenda on Transport and Trade Facilitation Programme, Customs Programmes, the heightened need for Harmonisation in the Tripartite and the need to shift towards enabling productivity in the road transport sector coupled with evolving best practices in other parts of the World continues to shape the future of the cross-border road transport sector. In light of these developments it is imperative that the C-BRTA embraces reality on the ground in the domestic and the region environments in order to be able to provide the needs of the transport sector. Thus, the Agency will implement this operator value centred strategy diligently. The C-BRTA shall leverage on progress achieved from the Changing Gears Strategy, which was at the centre of the preceding strategic plan. Long term initiatives

have been rolled over to this strategic plan and these include the Operator Compliance Accreditation Scheme, deployment of the Market Access Regulation Model, Implementation of the Industry Development Partnership Plan and the New decentralized permit system. The full implementation of these initiatives will go a long way towards addressing the aspiration of the legislative and policy directives.

Given the SADC and domestic transport landscape cross-border road transport plays a vital role in enabling trade, regional integration and development. It is a fact that SADC corridors are thick and solutions are needed now and not later. A sustainable approach towards finding an effective and efficient solution is imperative. At the centre of this need to be a review of the mandate of the Agency, elimination of contestation of the mandate of the Agency by stakeholders, finding a lasting sustainable funding model that would capacitate the Agency to implement high impact operator centred initiatives and advance the macro-economic needs of the Republic and deployment of high impact accreditation systems that accommodate the need to balance regulatory control and transport movement.

The C-BRTA shall continue to support the Department of Transport towards delivery of a sustainable, efficient, safe and reliable cross-border road transport system. In this regard, the Agency shall keep operationalising the key transport policies and strategies of the country through operationalising its mandate. Thus, the Agency will contribute towards delivery of the cross cutting transport agenda as articulated in the SADC Protocol and the National Development Plan.

Lastly, the C-BRTA commits to improve governance matters and through this the Agency seeks to keep on sustaining and improving on the clean unqualified achieved in the last two financial years.

In conclusion, I would like to commit on behalf of the Agency, its leadership and all staff that this strategic plan is achievable. Through achieving the objectives herein, the C-BRTA will be able to respond to transport operator's needs, regional emerging issues and contribute towards the attainment of the objectives of the National Development Plan.



Ms P. Pokane
Chairperson, Accounting Authority

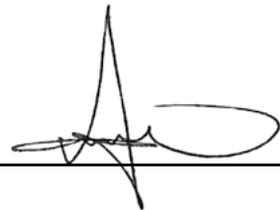
It is hereby certified that this Annual Performance Plan was developed by the Accounting Authority with input received from the Executive Management of the Cross-Border Road Transport Agency.

The Annual Performance Plan has been developed in line with the current Strategic Plan of the Cross-Border Road Transport Agency (C-BRTA) and accurately reflects the performance targets which the C-BRTA will endeavour to achieve given the resources made available in the budget for the – 2015 – 2016 year.

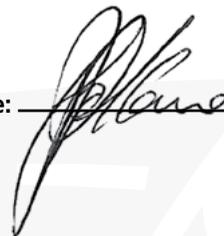
Mr A.N. Maepa
Chief Financial Officer

Signature:  _____

Mr S. Khumalo
Chief Executive Officer

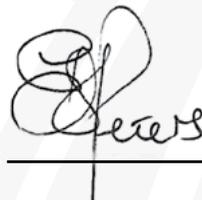
Signature:  _____

Ms. P. Pokane
Chairperson, Accounting Authority

Signature:  _____

APPROVED BY:

Ms D. Peters
Minister of Transport
Executive Authority, C-BRTA

Signature:  _____

PART A: STRATEGIC OVERVIEW

1. SITUATIONAL ANALYSIS

1.1. SOCIO-ECONOMIC ENVIRONMENT

Organisations do not exist in a vacuum. They exist within a myriad of factors such as economic and social factors. It is in this context that the C-BRTA takes cognisance of the economic imperatives within its operating environment. The sluggish external environment reduced growth for South Africa from 3.5% in 2011 to 2.5% in 2012. This figure was expected to further be reduced to 1.9% in 2013. The World Bank forecasts growth for South Africa to be 2% in 2014.

It is in such an environment that the importance of the National Development Plan (NDP) becomes paramount. This cornerstone from which the nation's aspiration for growth, poverty reduction and employment are articulated presents an opportunity for South Africa to attain faster economic growth through raising employment levels. The NDP, thus, serves as a broad, multidimensional framework aimed at changing the development trajectory of South Africa. The NDP also amplifies the importance of global economic shifts, technology, globalisation, climate change and African economic growth as notable trends for South Africa.

The Gini coefficient for South Africa is 0.7. This measure indicates the level of inequality in our society. It thus magnifies the need for wealth distribution in South Africa. The call for a developmental and transformative state is therefore justifiable. The NDP highlights a path for the developmental state to tackle the root cause of poverty and inequality.

1.2. REGIONAL ENVIRONMENT

The vision for the Southern African region is one of the highest possible degree of economic cooperation, mutual assistance where necessary and joint planning of regional development initiatives, leading to integration consistent with socio-economic, environmental and political realities. SADC has adopted a development integration approach which seeks to address production, infrastructure and efficiency barriers to growth and development. South Africa has significant interests in the region and in regional integration. Since 1994 the South African government has regarded the Southern African region as the most important priority in terms of international relations strategy.

The C-BRTA will continue to improve the overall performance and spearhead social and economic development within the SADC region through facilitating unimpeded cross-border road transport movements. The Agency, however, realises the need for change. It notes that in order to remain relevant and sustainable, the era of business-as-usual has elapsed. The quest for technological advancement and operational efficiency present a promise of value-add not only to the organisation but to the operators at large.

CBRTA has taken an active role in comprehending the environment in which it operates. The table below reflects the environmental scan using the PESTEL factors undertaken in order to remain relevant and responsive in the execution of our mandate to the benefit of our stakeholders:

PESTEL FACTORS

ENVIRONMENTAL ASPECT	FACTORS AFFECTING THE OPERATING ENVIRONMENT
POLITICAL	<p>The political instability in countries with which the Agency do business affects cross-border operations, decision continuity and administration as more often than not, this is associated with change in senior office bearers.</p> <p>Renewal of bilateral agreements and amendments thereto may be affected by such political turmoil</p> <p>The C-BRT Act has been stagnant since 1998 and lags behind in terms of enabling the Agency to drive initiatives with high impact in the region. This creates a misalignment between political focus, national and regional policy directives and the mandate of the Agency</p>
ECONOMIC	<p>The funding model for the Agency is not sustainable. It is constantly under threat from operators challenging the legitimacy of tariff increases and it in future it will be difficult for the Agency to implement increments despite rising operating expenditure.</p> <p>The global economy continues to recover from the impact of the 2008 financial crisis. However, the recovery has been sluggish in some economies and this has impacted the domestic and regional economies and trade volumes.</p> <p>The SADC region remains thick in terms of trade and transport movement constraints, non- tariff and tariff barriers. Attracting investment particularly Direct Foreign Investment is a challenges as such investment is destined to alternative emerging economies. This has a potential of impacting on trade and transport demand in the region.</p> <p>The sound monetary and fiscal policy regime in the country shredded off the worst impacts of the global financial crisis. This culminated in stabilisation of the domestic economy. The country has capitalised on this to expand exports to the rest of the SADC region, thus demand for cross-border road transport has been on an increase.</p> <p>The Treasury Department indications that the Fiscas is strained entails that there will not be any bailouts to state entities. This calls for prudent financial management in the Agency, complemented by proactive business remodelling to enhance operational sustainability. The lack of harmonisation of regulatory instruments, operating procedures and standards in the region has potential to continue increasing the cost of doing business by transport operators standards.</p> <p>The recent rise in fuel prices coupled with the instability of the rand against major currencies contributes to high cost of doing business in the industry and puts small operators at risk of closure. The rise in regional trade has positive impact in terms of prospective industry growth which potentially will increase the demand for cross-border permits.</p> <p>Although there is speculation that traffic may shift from road to rail, facts on the ground prove that road transport remains the dominant mode in cross-border trade in the region. This adds sustainability to the Agency. However, should this occur, it may entail reduction in cross-border operators. The rise in cross-border traffic originating and terminating in South Africa creates better opportunities for the Agency in regard to sustained demand for permits</p>

ENVIRONMENTAL ASPECT	FACTORS AFFECTING THE OPERATING ENVIRONMENT
SOCIAL	<p>The changes in migration patterns could affect passenger transport demand in the region. Currently this is in favour of South Africa.</p> <p>Increase in use of cheap/foreign operator labour is a risks to 'spot' fines as they cannot be tracked thereafter</p> <p>Corruption threatens revenue for the Agency</p> <p>The safety of inspectors on the corridors is also a matter of concern as they are not properly equipped to deal with possible attacks by criminals</p> <p>The impact of HIV/AIDS on drivers has a likelihood of reducing driver wellness</p> <p>The outbreak of Ebola is threatening cross-border movements in the region</p>
TECHNOLOGICAL	<p>The inadequate IT infrastructure in the Agency compromises the Agency's ability to integrate with external systems, communicate effectively both internally and externally. This also compromises the Agency's ability to communicate with operators through technology</p> <p>Without the right IT infrastructure, implementation of business intelligence systems linking to other national systems is also compromised</p> <p>The Agency needs to invest in IT, with a view to enabling better communication and systems interface</p> <p>The transport industry is improving technologically and the Agency need to implement smart law enforcement, route adherence technology on foreign vehicles, intraweb, use social networking and communication technologies</p> <p>Lagging behind industry technological acquisition and development threatens integration ability of the Agency to other systems</p> <p>Border posts are modernising and its imperative for the transport sector to equally develop IT systems to enable value chain approach to the cross-border road transport industry</p> <p>The deployment of best practice border management systems in the region like One Stop Border Posts will improve border crossing times</p> <p>The ability of the Agency to communicate with external world will significantly impact on its ability to improve service delivery through technological acquisitions</p> <p>The Agency needs to embrace the rise of social media for communication with operators</p> <p>The SADC region is advocating for market liberalisation and deployment of voluntary and non-voluntary accreditation schemes. This will improve the need for regulatory control and transport movement facilitation in the region. Thus it will improve cross-border movement.</p>

ENVIRONMENTAL ASPECT	FACTORS AFFECTING THE OPERATING ENVIRONMENT
ENVIRONMENTAL	<p>The increasing demand for environmentally friendly vehicles in the sector creates an opportunity for enforcement by the Agency</p> <p>The general move towards paper-less business operations in the cross-border sector emphasises the need for moving in the same direction by the Agency in response to lowering the carbon foot print</p> <p>There is a rise in the emergence of vehicles that are not roadworthy, second hand imported vehicles by SADC counterparts with which South Africa has bilateral agreements. Due to reciprocity these vehicles enter South Africa, increasing the risk of accidents and incidents</p> <p>There is potential emigration of cross-border operators applying for permits in other countries</p> <p>The advancement of transportation and trade facilitation programmes in the region creates opportunities for improving cross-border road transport operations and regulation</p> <p>Regional orientation towards movement facilitation over regulatory control requires a review of the mandate of the Agency and its counterparts in the region</p> <p>Harmonisation of third part insurance needs to be accelerated to take away the burden of double insurance by operators.</p> <p>Various initiatives towards eliminating non-tariff barriers will improve cross-border road transport movement</p> <p>The emergence of the Border Management Agency and the Single Transport Economic Regulator may need the Agency to review the business model</p>
REGULATORY & LEGAL	<p>Regulatory Standards are not harmonised in the domestic and regional transport sector. This affects the effectiveness and efficiency of the regulatory environment in regard to industry regulation. It further creates unnecessary non-tariff barriers to operators</p> <p>The SADC region is advocating for a single permit in the region. Should this succeed, the revenue source of the Agency will be at risk. Alternative revenue streams will be required.</p> <p>There is no common understanding of the C-BRT Act and other related Acts in the transport sector and this leads to contestation of the mandate of the Agency and disputes in regard to areas of scope and jurisdiction, duplication and overlapping mandates</p> <p>The disharmony between national, regional and international regulatory and legislative environment creates difficulties in the administration and regulation of the cross-border road transport sector</p> <p>The bilateral agreements are out-dated and requires review in order to capacitate regulatory authorities to deliver on their respective mandates</p> <p>The RSA/ Lesotho passenger transport and the litigation matter on tariffs remain challenges that need to be resolved urgently. These matters have potential to spiral in the industry</p>

1.3. PERFORMANCE ENVIRONMENT

The C-BRTA is cognisant of customer needs that include reduced timelines at the borders and along the transport corridor and the reduction in the cost of doing business. To this end, the C-BRTA will continue to collaborate with players in the border and corridor environment to enhance service offerings.

The C-BRTA notes the growing need to keep abreast with technological advancement, particularly in the regulation of cross-border operations. A number of projects have been planned in this regard. These entail the Market Access Regulation and the use of Short Messaging System (SMS) to communicate with operators.

1.4. ORGANISATIONAL ENVIRONMENT

The Cross-Border Road Transport Agency (C-BRTA) has assessed its organisational environment in the previous year and asserts the following reflection:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • The Agency has expert skills in relation to cross-border subject matter • Existence of governance structures; • Regional thought-leadership on Cross-Border matters; 	<ul style="list-style-type: none"> • Unknown brand • Infant performance management systems • Poor IT infrastructure • Lack of integrated internal IT systems; • Inefficient support services; • Lack of implementation of succession planning policies • Centralised permit system
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Introduction of an accreditation scheme (OCAS) to promote smooth operations at across-borders • Building a strong brand • Selling of research information • Establishing a cross-border data bank • Provide real time information to transport industry • Implement a route adherence system • Establish a cross-border training academy • Establish a web-based operator forum • Establishment of international ranking facilities • Procurement and establishment of impounding facilities • Mandate review • Exploring Limpopo bridge as possible revenue stream (collective one that will cover an opportunity of expanding our revenue stream) • Development of standards for cross-border vehicles • Administration of cross-border road user charges • Development and regulation of cross-border standards • Electronic collection of fines (give one that will collectively cover the use of technology to do business) • Implementation of smart law enforcement • Management of weighbridges at border posts 	<ul style="list-style-type: none"> • Unsustainable funding model • Policy decision on a single police service (RTI) • Lack of regional political will with regards to harmonisation • Possible spill-over of the Lesotho/Free State challenges • Fraud and corruption • Inability of the Agency to meet operators expectations

Figure 1: C-BRTA SWOT analysis

The C-BRTA will continue to improve the overall performance and spearhead social and economic development within the SADC region through facilitating unimpeded cross-border road transport movements. The Agency, however, realises the need for change. It notes that in order to remain relevant and sustainable, the era of business-as-usual has elapsed. The quest for technological advancement and operational efficiency present a promise of value-add not only to the organisation but to the operators at large.

2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES

There have been no significant changes to the Cross-Border Road Transport Agency's legislative and other mandates.

2.1. RELEVANT COURT RULINGS

NAME OF COURT CASE: CENTRAL AFRICAN ROADS SERVICES (CARS) VS. C-BRTA AND MINISTER OF TRANSPORT

CARS lodged an application to the court to declare the C-BRTA 2011 permit tariff regulations invalid. The court eventually ruled in 2013, that the C-BRTA revert back to the 2003 permit tariffs to which the C-BRTA applied for leave to appeal against the judgement in the High court.

The judgement should it remain unchallenged would have significant and negative impact on the C-BRTA business operations and poses a risk that the agency would not be able to deliver on its mandate owing to unavailability of funding.

The judgement, should it remain in force would have financial implications on the agency to the tune of about R 318 988 280.00 rendering the agency technically insolvent.

3. OVERVIEW OF 2015 BUDGET AND MTEF ESTIMATES

3.1. REVENUE ESTIMATES

	REVENUE OUTCOME		CURRENT	MEDIUM TERM REVENUE ESTIMATES		
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-13	31-MAR-14	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18
	R'000	R'000	R'000	R'000	R'000	R'000
Sale of goods and services	165,678	96,456	184,792	199,205	208,170	223,782
Fines, penalties and forfeits	19,996	35,053	23,848	35,761	36,477	37,206
Interest, dividends and rent on land	4,923	5,977	5,316	5,768	6,200	6,666
Other Income	2,400	3,329	-	-	48,930	52,198
Total receipts	192,997	140,815	213,956	240,734	299,777	319,852
Surplus / (Deficit)	34,498	(46,516)	-	-	-	-

3.2. EXPENDITURE ESTIMATES

	EXPENDITURE OUTCOME		CURRENT	MEDIUM TERM EXPENDITURE ESTIMATES				
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-13	31-MAR-14	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Current payments	158,755	187,331	213,955	240,735	299,776	319,852	337,357	354,460
Compensation of employees	101,004	118,190	142,156	159,979	199,336	210,908	223,562	234,740
Goods and services	54,222	64,427	67,799	74,386	93,497	102,204	106,369	111,535
Depreciation	3,529	4,714	4,000	6,371	6,944	6,740	7,426	8,185
Payment for Capital Assets	4,378	5,008	20,000	30,000	25,000	28,500	30,000	30,000
Total capital additions	4,378	5,008	20,000	30,000	25,000	28,500	30,000	30,000
Total Expenditure	163,133	192,339	233,955	270,735	324,776	348,352	367,357	384,460

3.3. OPERATIONAL EXPENDITURE PER PROGRAMME

PROGRAMME	AUDITED	AUDITED	AUDITED	AUDITED	AUDITED	APPROVED BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-10	31-MAR-11	31-MAR-12	31-MAR-13	31-MAR-14	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Facilitation & Industry Development	3,466	4,453	5,303	11,113	11,920	20,047	19,190	23,896	25,496	26,892	28,255
COO - PMO, Advisory and Research	1,593	2,047	4,527	14,288	17,155	24,458	22,533	28,060	29,939	31,577	33,178
Administration (including Human Resources, Governance and Legal Services, Office of the CEO, Finance, SCM and IT)**	21,377	27,467	53,798	60,327	64,330	64,759	89,681	111,676	119,155	125,676	132,047
Road Transport Inspectorate	19,595	25,177	39,846	61,915	72,497	77,639	83,545	104,035	111,002	117,077	123,013
Regulatory Services	6,956	8,938	10,995	11,113	21,430	27,053	25,785	32,109	34,260	36,135	37,967
Total Expenditure	52,988	68,082	114,469	158,755	187,331	213,956	240,735	299,776	319,852	337,357	354,460

We Lead the Way in
Cross-Border Road Transport

3.4. CASH FLOW STATEMENT

	OUTCOMES		CURRENT	MEDIUM TERM ESTIMATES				
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-13	31-MAR-14	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Receipts	191,889	175,817	213,956	240,735	299,776	319,852	337,357	354,460
Sale of goods and services	191,889	138,451	213,956	240,735	299,776	319,852	337,357	354,460
Permit income refundable		37,366						
Payments	(146,699)	(184,047)	(213,956)	(240,734)	(299,777)	(319,852)	(337,357)	(354,460)
Net cash flows from operating activities	45,190	(8,230)	(0)	(0)	(0)	(0)	(0)	(0)
Cash flows from investing activities	(4,378)	(5,008)	(20,000)	(30,000)	(25,000)	(28,500)	(30,000)	(30,000)
Net increase/ (decrease) in cash and cash equivalents	40,812	(5,154)	(61,927)	916	(25,000)	(28,500)	(30,000)	(30,000)
Cash and cash equivalents at the beginning of the year	84,651	125,462	120,308	58,381	59,297	58,017	64,283	67,498
Cash and cash equivalents at the end of the year	125,462	120,308	58,381	59,297	58,017	64,283	67,498	77,190

We are Dependable,
Trustworthy and
Value Our Customers

3.5. STATEMENT OF FINANCIAL PERFORMANCE

	OUTCOMES		CURRENT	MEDIUM TERM EXPENDITURE ESTIMATES				
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-13	31-MAR-14	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Permit Income	165,934	96,456	184,792	199,205	208,170	223,782	237,209	250,256
Penalty Income	19,996	35,053	23,848	35,761	36,477	37,206	37,950	38,708
Other	7,323	9,306	5,316	5,768	55,130	58,864	62,198	65,496
Total Revenue	193,253	140,815	213,956	240,735	299,776	319,852	337,357	354,460
Current payments	158,756	187,331	213,956	240,735	299,776	319,852	337,357	354,460
Compensation of employees	101,004	118,190	142,156	159,979	199,336	210,908	223,562	234,740
Goods and services	54,223	64,427	67,800	74,386	93,497	102,204	106,369	111,535
Depreciation	3,529	4,714	4,000	6,371	6,944	6,740	7,426	8,185
SURPLUS / DEFICIT	34,497	(46,516)	-	-	-	-	-	-

We are Innovative and
Passionate
about Performance

3.6. STATEMENT OF FINANCIAL POSITION

	OUTCOMES		CURRENT	MEDIUM TERM ESTIMATES				
	AUDITED	AUDITED	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	31-MAR-13	31-MAR-14	31-MAR-15	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Non- Current Assets	9,414	9,640	23,538	39,280	42,856	46,284	49,987	53,986
Current Assets	129,269	124,222	61,960	63,263	62,411	69,151	72,755	76,469
Receivables - Exchange	574	954						
Receivables - non-exchange	3,233	2,960	3,579	3,966	4,394	4,868	5,257	5,500
Cash and cash equivalents	125,462	120,308	58,381	59,297	58,017	64,283	67,498	70,969
Total assets	138,683	133,862	85,498	102,543	105,267	115,436	122,742	130,456
Financed by:								
Current Liabilities	27,941	69,727	21,454	36,489	39,113	49,167	56,178	63,574
Operating Lease Liability	682	521	4,818	8,619	8,791	8,967	9,684	10,459
Payables from exchange transactions	15,415	14,639		5,338	5,915	13,706	17,880	22,212
Other payables from (non-exchange)	2,780	40,821	2,421	721	645	697	753	813
Provisions	9,064	13,746	14,215	21,811	23,762	25,797	27,861	30,090
Non - current Liabilities	1,646	1,555	1,464	3,474	3,574	3,689	3,984	4,303
Retirement benefit obligation	1,646	1,555	1,464	3,474	3,574	3,689	3,984	4,303
ACCUMULATED SURPLUS	109,096	62,580	62,580	62,580	62,580	62,580	62,580	62,580

We Achieve Set Goals and Objectives with Desired Outcome

4 . ORGANISATIONAL STRUCTURE AND STAFF COMPLEMENT



PART B: PROGRAMME AND SUB-PROGRAMME PLANS

1. PROGRAMME ONE: REGULATORY SERVICES

1.1. PROGRAMME PURPOSE

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

1.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015 – 2016

Annual MTEF targets for strategic objectives for Programme One are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	To introduce and implement regulated competition of cross-border movements	-	-	-	Approved framework Adopted scientific tool Piloted and refined scientific tool	Piloted and implemented scientific tool on three (3) main corridor	Impact assessment and refinement of the scientific tool on the cross-border routes	-
2.		-	-	-	-	Board approved Business Case on Integrated Regulatory Framework	-	-
3.	To promote efficiencies in permit issuing so to reduce cost of doing business for our operators				-	90% ¹ Issued front office permits within 1 day 90% Issued remote office permits within 3 working days	90% Issued front office permits within 6 hours 90% Issued remote office permits within 2 working days	90% Issued front office permits within 4 hours 90% Issued remote office permits within 2 working days
4.	To improve compliance with road transport legislation	-	-	-	Consultation and approved business rules and standards	Consultation with key stakeholders EXCO approved revised Feasibility Report EXCO signed off revised OCAS ICT Terms of Reference for appointment of system developer	Development of OCAS ICT system EXCO signed off Test report of OCAS ICT system EXCO signed off Pilot Implementation Plan	Piloting of OCAS system and impact assessment report

¹ To mitigate for unforeseen and uncontrollable incidents such as power outages and incomplete documents

1.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015 - 2016

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	Implemented ² scientific tool used by the Regulatory Committee to manage supply and demand of cross-border passenger transport	-	-	-	Approved framework Adopted scientific tool Piloted and refined scientific tool Piloted scientific tool	Piloted and implemented scientific tool on three (3) main corridor	Impact assessment and refinement of the scientific tool on the cross-border routes	Piloted and implemented scientific tool on three (3) main corridor
2.	Developed ³ Business Case for integrated regulatory framework to reduce passenger transport conflict	-	-	-	-	Board approved Business Case on Integrated Regulatory Framework	-	-
3.	Percentage of temporary permits issued from front and remote office within pre-determined turnaround times	-	-	-	-	90% Issued front office permits within 1 day 90% Issued remote office permits within 3 working days	90% Issued front office permits within 6 hours 90% Issued remote office permits within 2 working days	90% Issued front office permits within 4 hours 90% Issued remote office permits within 2 working days
4.	Developed ⁴ and Implemented Operator Compliance Accreditation Scheme (OCAS)	-	-	-	Consultation and approved business rules and standards	Consultation with key stakeholders EXCO approved revised Feasibility Report EXCO approved revised OCAS ICT Terms of Reference for appointment of system developer	Development of OCAS ICT system EXCO signed off Test report of OCAS ICT system EXCO signed off Pilot Implementation Plan	Piloting of OCAS system and impact assessment report

² Implemented means to introduce the scientific tool on the corridor to determine supply and demand to manage the economic viability of cross-border trade

³ Research relevant legislation to determine areas of harmonisation and lobbying of 9 provinces for input into the regulatory framework

⁴ Developed entails consultation with stakeholders, compilation of feasibility report and terms of reference

1.4. QUARTERLY TARGETS FOR 2015 – 2016

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
1.	Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross-border passenger transport	Quarterly	Approved framework Adopted scientific tool	Piloted and implemented scientific tool on three (3) main corridor	Pilot Market Access Regulation tool (MAR) EXCO signed off Piloting report and signed minutes of Regulatory committee	Refined Market Access Regulation tool (MAR) EXCO signed off review recommendations	EXCO approved Quarterly Market Access Reports (MAR)	Implemented scientific tool on three (3) main corridor EXCO signed off implementation report and signed minutes of Regulatory committee
2.	Developed Business Case for integrated regulatory framework to reduce passenger transport conflict	Quarterly	New indicator	Board approved Business Case on Integrated Regulatory Framework	Lobby three (3) provinces for regulatory harmonisation EXCO signed off consultation report	Draft Integrated Regulatory Framework Lobby three (3) provinces for regulatory harmonisation EXCO signed off consultation report	Draft Legislative Reform Proposal Lobby three (3) provinces for regulatory harmonisation	Board approved Regulatory Framework and Legislative Reform Proposal Lobby three (3) provinces for regulatory harmonisation EXCO signed off consultation report
3.	Percentage of temporary permits issued from front and remote office within pre-determined turnaround times	Annual	New indicator	90% Issued front office permits within 1 day 90% Issued remote office permits within 3 working days	⁵ -	-	-	90% Issued front office permits within 1 day 90% Issued remote office permits within 3 working days
4.	Developed and Implemented Operator Compliance Accreditation Scheme (OCAS)	Quarterly	Consultation and approved business rules and standards.	Consultation with key stakeholders EXCO approved revised Feasibility Report EXCO approved revised OCAS ICT Terms of Reference for appointment of system developer	EXCO signed off Revised Project Plan EXCO signed off Stakeholder Consultation Plan Consultation with specified stakeholders	EXCO approved revised Feasibility Report Consultation with specified stakeholders	Refined OCAS ICT ToR for appointment of system developer. Consultation processes with relevant stakeholders Updated Feasibility Report	EXCO approval of OCAS ICT ToR for appointment of system developer Initiate procurement process for appointment of system developer

⁵ The achievement of this target is reliant on the development of the new permit system (see programme 5.1.2)

1.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Regulatory Services

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To introduce and implement regulated competition as pertaining to cross-border movements	10,995	16,756	21,335	27,053	25,785	32,109	34,260
To promote efficiencies in permit issuing so as to reduce the cost of doing business for our operators							
To improve compliance with road transport legislation							

We are Open and Accountable in Our Interactions with Stakeholders

2. PROGRAMME TWO: ROAD TRANSPORT INSPECTORATE

2.1. PROGRAMME PURPOSE

The purpose of the programme is to ensure compliance by operators with all cross-border road transport legislation as well as to the SADC Protocol. The strategic intent of the function is supporting the safety of freight and passengers in the Southern African Region through incentive-based voluntary compliance with relevant laws and regulations. The programme is structured to cover the following areas of focus:

- **Law enforcement** – which involves targeted roadside inspection to ensure compliance to all cross-border road transport legislation as well as to the SADC Protocol. This is the core functional area of the programme that involves prosecution of non-compliances. Key to the success of the programme is the development of Inspectors as well as collaboration with other law enforcement institutions.
- **Law enforcement profiling** – which involves intelligent evidence based decision making and developing law enforcement standard benchmarks.
- **Training and external activities** – Law enforcement is a specialised area requiring extensive training in law enforcement and vehicle standards. This necessitates strategic partnering with law enforcement training institutions and other stakeholders to harmonise operating procedure and standards.



We Facilitate
Unimpeded Flow of
Cross-Border Goods
and Passengers

2.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015 - 2016

Annual MTEF targets for strategic objectives for Programme Two are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	To improve compliance with road transport legislation	-	-	-	Adopted research paper (Business case)	EXCO approve Smart law strategy Piloted smart law enforcement tool Acquisition of staff and physical equipment	Implement 1 electronic tool and generate intelligence in three (3) regions	Roll out the electronic tool and generate intelligence in 2 regions
					4 Borders (2014/15 target)	Deployed inspectors to four (4) Borders	Deployed inspectors to 1 Border (Skilpadshek)	Deployed inspectors to 1 Border (Kopfontein)
					178 753 (2014/15 target)	5% increase in the number of inspections conducted	10% increase in the number of inspections conducted	12% increase in the number of inspections conducted
						EXCO signed off Quarterly reports on key findings from inspections and prosecutions	EXCO signed off Quarterly reports on key findings from inspections and prosecutions	EXCO signed off Quarterly reports on key findings from inspections and prosecutions

We aim to
Improve Road Safety from
a Cross-Border Road
Perspective

2.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015 - 2016

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	Developed and operationalised ⁷ smart law enforcement strategy	-	-	-	Adopted research paper (Business case)	EXCO approve Smart law strategy Piloted smart law enforcement tool Acquisition of staff and physical equipment	Implement 1 electronic tool and generate intelligence in three (3) regions	Roll out the electronic tool and generate intelligence in 2 regions
2.	Number of borders with permanently ⁸ deployed Inspectors within 2km proximity from major borders				4 Borders (2014/15 target)	Deployed inspectors to four (4) Borders	Deployed inspectors to 1 Border (Skilpadshek)	Deployed inspectors to 1 Border (Kopfontein)
3.	Percentage increase in the number of inspections conducted	-	-	-	178 753	5% increase in the number of inspections conducted	10% increase in the number of inspections conducted	12% increase in the number of inspections conducted
4.	Number of key finding reports on inspections and prosecutions as approved by the Executive	-	-	-	-	EXCO signed off Quarterly reports on key findings from inspections and prosecutions	EXCO signed off Quarterly reports on key findings from inspections and prosecutions	EXCO signed off Quarterly reports on key findings from inspections and prosecutions

⁷ Operationalise means rendering an implementable strategy

⁸ Permanent deployment refers to posting of inspectors within the 2km proximity of major borders when deploying

2.4. QUARTERLY TARGETS FOR 2015-16

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
1.	Developed and operationalised smart law enforcement strategy	Quarterly	Adopted research paper (Business Case)	EXCO approve Smart law strategy Piloted smart law enforcement tool Acquisition of staff and physical equipment	EXCO approve Smart law strategy Acquisition of profiling inspectors	Training of personnel for intelligence gathering and profiling	Training of personnel for intelligence gathering and profiling	Developed and piloted Intelligence gathering tool
2.	Number of borders with permanently deployed Inspectors within 2km proximity from major borders	Quarterly	4 Borders (2014/15 target)	Deployed inspectors to four (4) Borders	Deployment at Lebombo	Deployment at Ramatlabama	Deployment at Vioolsdrift	Deployment Firkburg
3.	Percentage increase in the number of inspections conducted	Quarterly	New indicator	5% increase in the number of inspections conducted	55 747 inspection conducted	55 747 inspection conducted	55 747 inspection conducted	55 747 inspection conducted
4.	Number of key finding reports on inspections and prosecutions as approved by the Executive	Quarterly	New indicator	EXCO signed off Quarterly reports on key findings from inspections and prosecutions	EXCO signed off inspection and prosecution findings tool	EXCO signed off Quarterly reports on key findings from inspections and prosecutions	EXCO signed off Quarterly reports on key findings from inspections and prosecutions	EXCO signed off Quarterly reports on key findings from inspections and prosecutions

2.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Road Transport Inspectorate

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To improve compliance with road transport legislation	39,846	61,832	72,778	77,639	83,545	104,035	111,002

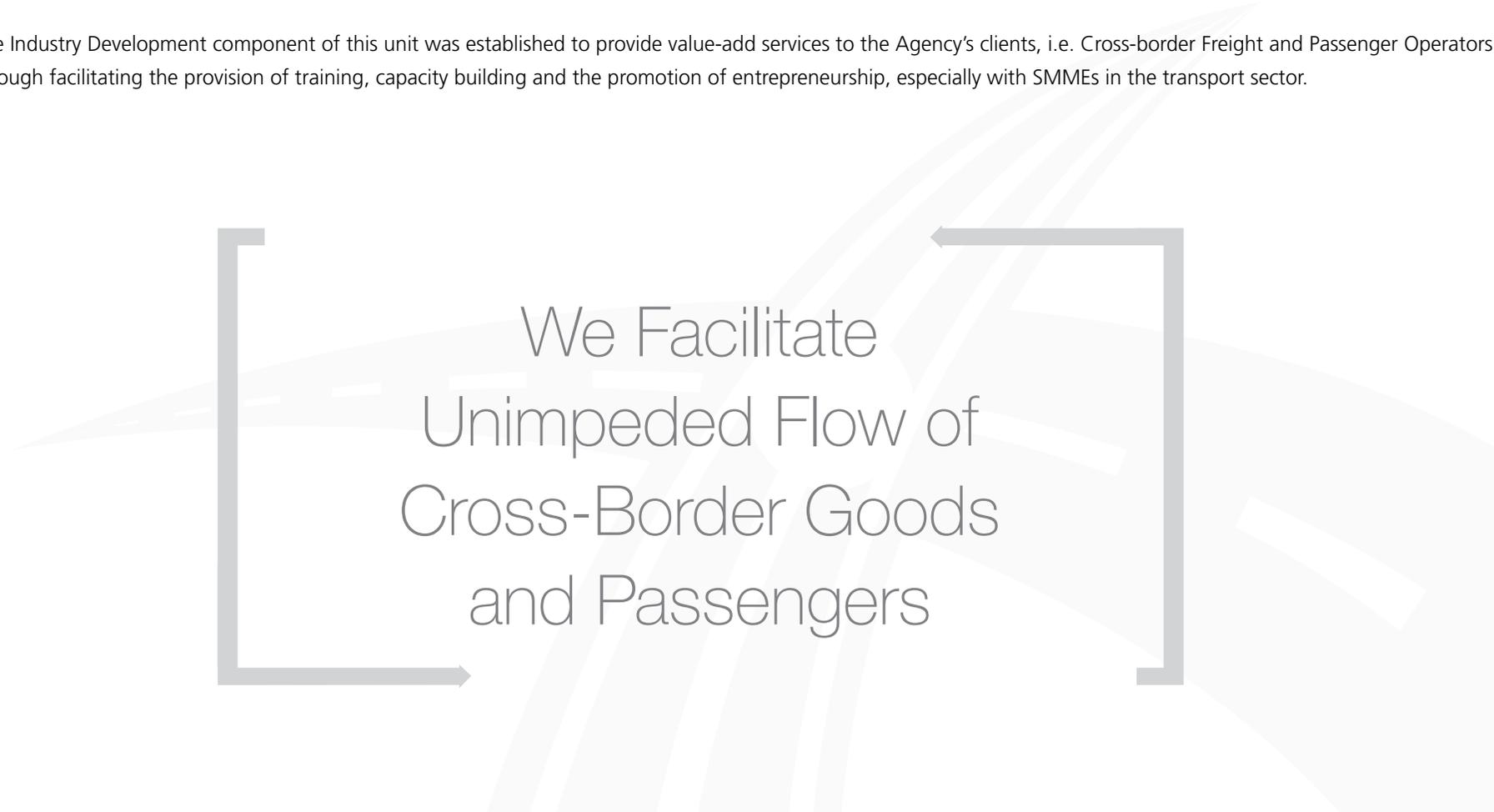
3. PROGRAMMETHREE: FACILITATION AND INDUSTRY DEVELOPMENT

3.1. PROGRAMME PURPOSE

The work of the C-BRTA is heavily reliant on cooperation with other institutions within South Africa and across other SADC member states. The programme is therefore of strategic importance within C-BRTA. The programme is structured into two units, namely Facilitation and Industry Development.

The first component of this programme the Facilitation Unit supports the establishment of strategic and co-operative relationships as well as structures between public and private institutions with freight and passenger industry players and our SADC counterparts. The structured relationships with these stakeholders are developed in order to improve flow of freight and passenger road transport within the region.

The Industry Development component of this unit was established to provide value-add services to the Agency's clients, i.e. Cross-border Freight and Passenger Operators through facilitating the provision of training, capacity building and the promotion of entrepreneurship, especially with SMMEs in the transport sector.



We Facilitate
Unimpeded Flow of
Cross-Border Goods
and Passengers

3.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015-2016

Annual MTEF targets for strategic objectives for Programme Three are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	Percentage of operator constraints addressed or escalated and consistently followed-through as recorded in the constraints register	-	-	-	-	65% resolution of operator constraints, demonstrated escalation ⁹ and consistent follow-through of registered constraints beyond CBRTA mandate	70% resolution of operator constraints ,demonstrated escalation and consistent follow-through of registered constraints beyond CBRTA mandate	70% resolution of operator constraints , demonstrated escalation and consistent follow-through of registered constraints beyond CBRTA mandate
		-	-	-	-	65% resolution of passenger transport conflicts registered and resolved within 6 months	65% resolution of passenger transport conflicts registered and resolved within 6 months	70% resolution of passenger transport conflicts registered and resolved within 6 months
		-	-	-	-	Recommendation 1: Development of a primary and secondary stakeholder database 4 quarterly stakeholder forum report	Recommendation 2: Development and implementation of a 24-hour corridor support hotline 4 quarterly stakeholder forum report	Recommendation 3: Development and implementation of an on-line complaints register 4 quarterly stakeholder forum report
		-	-	-	-	2 opportunities created in the freight industry	3 opportunities created in the freight industry	4 opportunities created in the freight industry
		-	-	-	Establish and incubate two (2) co-operatives targeting women, youth and people with disability	2 initiatives: Facilitate ¹⁰ the incubation ¹¹ of the established cooperatives 2 rural community outreach on cross-border opportunities	1 initiative: 2 rural community outreach on cross-border opportunities	1 initiative: 2 rural community outreach on cross-border opportunities

⁹ Escalation means consultation (as defined in the technical indicator) with the relevant stakeholder/ authority on the identified constraint that is not within the Agency's mandate

¹⁰ Coordinate, organise and arrange information sharing sessions

¹¹ Refers to training intervention, workshops and mentoring processes aimed at rendering the newly registered cooperatives ready to operate

3.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015-16

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	Percentage of operator constraints ¹² addressed ¹³ or escalated and consistently followed-through as recorded in the constraints register	-	-	-	-	65% resolution of operator constraints, demonstrated escalation and consistence follow through of registered constraints beyond C-BRTA mandate	70% resolution of operator constraints, demonstrated escalation and consistence follow through of registered constraints beyond C-BRTA mandate	70% resolution of operator constraints, demonstrated escalation and consistence follow through of registered constraints beyond C-BRTA mandate
2.	Percentage resolution of passenger transport conflicts registered and resolved within 6 months	-	-	-	-	65% resolution of passenger transport conflicts registered and resolved within 6 months	65% resolution of passenger transport conflicts registered and resolved within 6 months	70% resolution of passenger transport conflicts registered and resolved within 6 months
3.	Number of the Industry Partnership Development Plan (IPDP) recommendations implemented ¹⁴	-	-	-	-	Recommendation 1: Development of a primary and secondary stakeholder database 4 quarterly stakeholder forum report	Recommendation 2: Development and implementation of a 24-hour corridor support hotline 4 quarterly stakeholder forum report	Recommendation 3: Development and implementation of an on-line complaints register 4 quarterly stakeholder forum report
4.	Number of opportunities created ¹⁵ for women/ youth/ people with disabilities within the cross-border freight industry	-	-	-	-	2 opportunities created in the freight industry	3 opportunities created in the freight industry	4 opportunities created in the freight industry
5.	Number of empowerment initiatives facilitated	-	-	-	Established and incubated cooperatives	2 initiatives: Facilitate ¹⁶ the incubation ¹⁷ of the established cooperatives 2 rural community outreach on cross-border opportunities	1 initiative: 1 rural community outreach on cross-border opportunities	1 initiative: 1 rural community outreach on cross-border opportunities

¹² Cross-border Road Transport operational impediments that hinders unimpeded flow or movement.

¹³ Addressed means resolved by C-BRTA or escalated and followed-through

¹⁴ Four selected recommendations

¹⁵ Researched and identified viable business opportunities ready for uptake

¹⁶ Coordinate, organise and arrange information sharing sessions

¹⁷ Refers to training intervention, workshops and mentoring processes aimed at rendering the newly registered cooperatives ready to operate

3.4. QUARTERLY TARGETS FOR 2015-16

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
1.	Percentage of operator constraints addressed or escalated and consistently followed-through as recorded in the constraints register	Quarterly	New indicator	65% resolution of operator constraints, demonstrated escalation and consistence follow through of registered constraints beyond C-BRTA mandate	EXCO signed off progress report on resolution of operator constraints, demonstrated escalation and consistence follow through of registered constraints beyond C-BRTA mandate	65% resolution of operator constraints, demonstrated escalation and consistence follow through of registered constraints beyond C-BRTA mandate	EXCO signed off progress report on resolution of operator constraints, demonstrated escalation and consistence follow through of registered constraints beyond C-BRTA mandate	65% resolution of operator constraints, demonstrated escalation and consistence follow through of registered constraints beyond C-BRTA mandate
2.	Percentage resolution of passenger transport conflicts registered and resolved within 6 months	Quarterly	New indicator	65% resolution of passenger transport conflicts registered and resolved within 6 months	65% resolution of passenger transport conflicts registered and resolved within 6 months	EXCO signed off progress report on resolution of passenger transport conflicts registered and resolved within 6 months	65% resolution of passenger transport conflicts registered and resolved within 6 months	EXCO signed off progress report on resolution of passenger transport conflicts registered and resolved within 6 months
3.	Number of the Industry Partnership Development Plan (IPDP) recommendations implemented	Quarterly	New indicator	Recommendation 1: Development of a primary and secondary stakeholder database 4 quarterly stakeholder forum report	Developed primary stakeholder database Quarterly Stakeholder forum	Developed secondary stakeholder database Quarterly Stakeholder forum	Developed secondary stakeholder database Quarterly Stakeholder forum	Quarterly Stakeholder forum
4.	Number of opportunities created for women/youth/people with disabilities within the cross-border freight industry	Quarterly	New indicator	2 opportunities created in the freight industry	Consultation with interested stakeholders	EXCO signed off feasibility report on identified opportunities	EXCO signed off feasibility report on identified opportunities	EXCO signed off feasibility report on identified opportunities

PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
				1 ST	2 ND	3 RD	4 TH
5. Number of empowerment initiatives facilitated	Quarterly	Establish and incubate two (2) co-operatives targeting women, youth and people with disability (2014/15 target)	2 initiatives: Facilitate the incubation of the established cooperatives 2 rural community outreach on cross-border opportunities	EXCO signed off programme of action for incubation 1 incubation initiative 1 rural community outreach on cross-border opportunities	EXCO signed off Quarterly Incubation progress reports	EXCO signed off Quarterly Incubation progress reports 1 rural community outreach on cross-border opportunities	EXCO signed off Incubation close out report (lessons learned, progress made by cooperatives during incubation, etc.)

3.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Facilitation and Industry Development

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives	5,303	16,701	11,829	20,047	19,190	23,896	25,496

We Ensure
Consultation and Partnerships
with Key Role Players

4. PROGRAMME FOUR: OFFICE OF THE CHIEF EXECUTIVE OFFICER (CEO)

4.1. PROGRAMME PURPOSE

The main purpose of the office is to provide strategic and operational support by driving execution initiatives within the Agency through project management, research, business performance, monitoring and evaluation and risk management. These initiatives are aimed at enabling the organisation to achieve its objectives and goals as set out in the 2015/20 Strategic Plan. The focus will be improved business efficiency, promote structured and coherent performance and monitoring mechanisms. The office will also facilitate a robust and effective risk management and internal controls systems in the 2015/16 financial year.



We Spearhead
Socio-Economic
Development
in the SADC Region

4.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015-2016

Annual MTEF targets for strategic objectives for Programme Four are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	To proactively provide value added advisory services to the Minister of	-	-	-	1 Cross-Border Road Transport report	2 ASCBOR reports:	3 ASCBOR reports:	3 ASCBOR reports:
2.	Transport and other relevant stakeholders on cross-border matters in the transport sector	-	-	-	-	2 Annual State of the Cross-Border Operations Report (ASCBOR) to the Minister	2 ASCBOR to the Minister 1 ASCBOR stakeholders	2 ASCBOR to the Minister 1 ASCBOR stakeholders
						2 country (Zimbabwe and Mozambique) profile developed and published	2 Updated (Zimbabwe and Mozambique) country profiles 1 country (Malawi) profile developed	3 updated (Zimbabwe, Mozambique and Malawi) country profiles 3 country (Lesotho, Swaziland and Botswana) profiles developed
3.	To promote the reputation of C-BRTA	-	-	-	60% achievement	65% customer satisfaction achieved	65% customer satisfaction achieved	70% customer satisfaction achieved
4.	To position the C-BRTA brand to ensure visibility and awareness	-	-	-	-	5 initiatives 4 papers presented at transport conferences Hosted Cross-Border Conference	5 initiatives 4 papers presented at transport conferences Implement 100% of selected resolutions made at the Conference	5 initiatives 4 papers presented at transport conferences Host Cross-border Road transport conference
5.	To introduce and implement regulated competition as pertaining to cross-border movements	-	-	-	-	Consultation and development of a Business Case on comprehensive levying of cross-border charges	Submit a draft legislative proposal on comprehensive levying of cross-border charges	-

4.3. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015-2016

Annual MTEF targets for strategic objectives for Programme Four are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders	-	-	-	1 cross-border road transport report	2 ASCBOR reports: 2 Annual State of the Cross-Border Operations Report (ASCBOR) to the Minister	3 ASCBOR reports: 2 ASCBOR to the Minister 1 ASCBOR stakeholders	3 ASCBOR reports: 2 ASCBOR to the Minister 1 ASCBOR stakeholders
2.	Number country profiles developed or updated	-	-	-	-	2 country (Zimbabwe and Mozambique) profiles developed	2 Updated (Zimbabwe and Mozambique) country profiles 1 country (Malawi) profile developed	3 updated (Zimbabwe, Mozambique and Malawi) country profiles 3 country (Lesotho, Swaziland and Botswana) profiles developed
3.	Percentage achieved on client satisfaction survey conducted on freight and passenger (taxis and buses) operators	-	-	-	60% achievement	65% customer satisfaction achieved	65% customer satisfaction achieved	70% customer satisfaction achieved
4.	Number of initiatives to increase visibility of C-BRTA	-	-	-	-	5 initiatives 4 papers presented at transport conferences Hosted Cross-Border Conference	5 initiatives 4 papers presented at transport conferences Implement 100% of selected resolutions made at the Conference	5 initiatives 4 papers presented at transport conferences Host Cross-border Road transport conference
5.	Developed business case on comprehensive levying of cross-border charges	-	-	-	-	Consultation and development of a Business Case on comprehensive levying of cross-border charges	Submit a draft legislative proposal on comprehensive levying of cross-border charges	-

4.4. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015-2016

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
1.	Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders	Quarterly	New indicator	2 ASCBOR reports: 2 Annual State of the Cross-Border Operations Report (ASCBOR) to the Minister	EXCO signed off Quarterly progress reports	Board approved 1 ASCBOR to the Minister	EXCO signed off Quarterly progress reports	Board approved 1 ASCBOR to the Minister
2.	Number of country profiles developed or updated	Quarterly	New indicator	2 country (Zimbabwe and Mozambique) profile developed and published	EXCO signed off Quarterly progress research reports	EXCO signed off country profile developed (Mozambique)	EXCO signed off approved Quarterly progress research reports	EXCO signed off 1 country profile developed (Zimbabwe)
3.	Percentage achieved on client satisfaction survey conducted on freight and passenger (taxis and buses) operators	Quarterly	New indicator	65% customer satisfaction achieved	1 survey conducted	1 survey conducted	1 survey conducted	65% customer satisfaction achieved
4.	Number of initiatives to increase C-BRTA's visibility	Quarterly	New indicator	5 initiatives 4 papers presented at transport conferences Hosted Cross-Border Conference	Presented at least one (1) paper at transport conferences	Presented at least one (1) paper at transport conferences	Presented at least one (1) paper at transport conferences Hosted Cross-Border Conference	Presented at least one (1) paper at transport conferences
5.	Developed business case on comprehensive levying of cross-border charges	Quarterly	New indicator	Consultation and development of a Business Case on comprehensive levying of cross-border charges	Research on comprehensive levying of cross-border charges EXCO signed off Research report	Consultation with relevant stakeholders EXCO signed off consultation report	EXCO signed off Draft Business Case on comprehensive levying of cross-border charges	Board Approved Business Case on comprehensive levying of cross-border charges

4.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Office of the CEO

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross-border matters in the transport sector	4,527	8,884	5,937	24,458	22,533	28,060	29,939
To promote the C-BRTA's reputation							
To position the C-BRTA brand to ensure visibility and awareness							
To introduce and implement regulated competition as pertaining to cross-border movements							

We ensure that the Interests
of Cross-Border Operators
are Central to
Our Strategic Plans

5. PROGRAMME FIVE: ADMINISTRATION

5.1. SUB-PROGRAMME: HUMAN RESOURCES

5.1.1. PROGRAMME PURPOSE

The purpose of the division is to provide professional advice and related services, human resources, strategic communication and facilities management to enable and enhance business delivery. These services will include developing and adopting strategies that are responsive to the business strategy and strategic tasks confronting the Agency.

5.1.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015-16

Annual MTEF targets for strategic objectives for sub-programme 5.1 are shown in the table below. The 2015– 2018 medium term targets are based on.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	To develop, implement and sustain a high performance culture in the organization.	-	62% satisfaction levels	-	Conduct survey and obtain 64% satisfaction levels	Conduct survey and obtain 64% satisfaction levels	100% Implementation of the selected culture change recommendations	Conduct survey and obtain 70% satisfaction levels

5.1.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015-16

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	Percentage ¹⁸ improvement in organizational culture	-	62% satisfaction levels	-	Conduct survey and obtain 64% satisfaction levels	Conduct survey and obtain 64% satisfaction levels	100% Implementation of the selected culture change recommendations	Conduct survey and obtain 70% satisfaction levels

¹⁸ Assessed through the implementation of culture change recommendation and culture survey results

5.1.4. QUARTERLY TARGETS FOR 2015-16

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
1.	Percentage improvement in organizational culture	Quarterly	62% satisfaction levels (2012/13 survey)	Conduct survey and obtain 64% satisfaction levels	EXCO signed off Project plan EXCO signed off Progress report on approved project plan	EXCO signed off Progress report on approved	Conduct survey and obtain 64% satisfaction levels	EXCO adopted findings and recommendations report

5.1.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimate: Human Resources

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To develop, implement and sustain a high performance culture in the organization.	53,798*	54,582*	75,452*	64,758*	89,681*	111,676*	119,155*

* Expenditure estimates are for the Administration programme which includes Human Resources, Governance, Finance and SCM; and Office of the Chief Information Officer (CIO).

5.2. SUB-PROGRAMME: FINANCE AND SUPPLY CHAIN MANAGEMENT (SCM)

5.2.1. PROGRAMME PURPOSE

The purpose of the units under this programme is to ensure organisational compliance with all statutory and policy requirements pertaining to, finance and SCM.

5.2.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015-2016

Annual MTEF targets for strategic objectives for sub-programme 5.2 are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	To ensure the financial viability and sustainability of the C-BRTA	-	-	-	Approved strategy	Conducted feasibility study on proposed new revenue streams	Revised financial strategy	-
		-	-	-	Additional revenue stream implemented	-	-	Implementation of 1 new revenue stream
		-	-	-	-	-	Increase revenue baseline by 20%	Increase revenue baseline by 20%
		-	-	-	-	Submission of Board approved business case	-	-

5.2.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015-2016

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	Developed financial sustainability strategy/ model	-	-	-	Approved strategy Additional revenue stream implemented	Conducted feasibility study on proposed new revenue streams	Revised financial strategy	-
	Number of revenue streams implemented as per financial sustainability strategy.	-	-	-	-	-	Implementation of 1 new revenue stream	Implementation of 1 new revenue stream
2.	Percentage increase in Revenue baseline	-	-	-	-	-	increase revenue baseline by 20%	increase revenue baseline by 20%
3.	Developed Business case on Beitbridge Border modernisation project (BBMI)	-	-	-	Developed and implemented new permit system	Submission of Board approved business case	-	-

5.2.4. QUARTERLY TARGETS FOR 2015-16

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
1.	Developed financial sustainability strategy/ model	Quarterly	Approved strategy Additional revenue stream implemented	Conducted feasibility study on proposed new revenue streams	Consultation with stakeholders (Consultation report)	Conduct a feasibility study (Board approved Feasibility report)	Board approval and Submission of the draft legislative reform to the Department of Transport	-
2.	Developed Business case on Beitbridge Border modernisation project (BBMI)	Quarterly	New indicator	Submission of Board approved business case	Board approval and Submit proposal to the Department of Transport for legislation on the Beitbridge Border modernization project	-	-	-

5.2.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Finance and SCM

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
To ensure the financial viability and sustainability of the C-BRTA	53,798*	54,582*	75,452*	64,758*	89,681*	111,676*	119,155*

* Expenditure estimates are for the Administration programme which includes Human Resources, Governance, Finance and SCM; and Office of the Chief Information Officer (CIO).

5.3. SUB-PROGRAMME: OFFICE OF THE CHIEF INFORMATION OFFICER (CIO)

5.3.1. PROGRAMME PURPOSE

The purpose of the division under this programme is to ensure organisational efficiency in the deployment of ICT systems to support core functions.

5.3.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015-2016

Annual MTEF targets for strategic objectives for sub-programme 5.3 are shown in the table below.

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	Integration of ICT systems	-	-	-	Developed and implemented new permit system	Developed and Piloted new permit system at Head Office	Full deployment of the permit system at all regions	Integration of selected C-BRTA ICT systems
		-	-	-		97% business critical systems uptime	99% business critical systems uptime	100% business critical systems uptime

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Do Not Tolerate Crime,
Fraud and Corruption

5.3.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015-2016

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	Developed ¹⁹ or implemented ²⁰ new permit system	-	-	-	Developed and implemented new permit system	Developed and Piloted new permit system at Head Office	Full deployment of the permit system at all regions	Integration of selected C-BRTA ICT systems
2.	Uptime percentage on business critical systems	-	-	-	-	97% business critical systems uptime	99% business critical systems uptime	100% business critical systems uptime

¹⁹ Sign-off by the Regulatory division (client unit) as per service providers final deliverable

²⁰ Implementation means operationalising the system. System reports to serve as completion of implementation for each region where the system is implemented.

5.3.4. QUARTERLY TARGETS FOR 2015-16

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
1.	Developed ²¹ or implemented ²² new permit system	Quarterly	Developed and implemented new permit system	Developed and Piloted new permit system at Head Office	Progress report on development of the new permit system	Progress report on development of the new permit system	Progress report on development and piloting of the new permit system	Developed and Piloted new permit system
2.	Uptime percentage on business critical systems	Quarterly	New Indicator	97% business critical systems uptime	97% business critical systems uptime	97% business critical systems uptime	97% business critical systems uptime	97% business critical systems uptime

²¹ Sign-off by the Regulatory division (client unit) as per service providers final deliverable

²² Implementation means operationalising the system. System reports to serve as completion of implementation for each region where the system is implemented.

5.3.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Office of the Chief Information Officer (CIO)

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Integration of ICT systems	53,798*	54,582*	75,452*	64,758*	89,681*	111,676*	119,155*

* Expenditure estimates are for the Administration programme which includes Human Resources, Governance, Finance and SCM; and Office of the Chief Information Officer (CIO).

5.4. SUB-PROGRAMME: GOVERNANCE AND LEGAL SERVICES

5.4.1. PROGRAMME PURPOSE

The purpose of the division is to establish sound corporate governance systems, to provide guidance to the Board and its subcommittees, implement the compliance framework, monitor and report on compliance matters to the Audit and Risk Committee of the Board, and oversee the outsourced functions of fraud and corruption and the internal Audit. Furthermore, the division maintains the internal policies register that outlines the approved Policies and any amendments that have been effected on policies necessitate the updating of the register.

5.4.2. STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2015-2016

STRATEGIC OBJECTIVE		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	Prevention of fraud and corruption	-	-	-	-	Developed anti-corruption strategy Developed integrity management framework	Percentage reduction in the prevalence of reported cases	Percentage reduction in the prevalence of reported cases

5.4.3. PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2015-2016

Annual MTEF targets against performance indicators for the strategic objectives are shown in the table below.

PROGRAMME PERFORMANCE INDICATOR		AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
1.	Implemented fraud and corruption prevention programmes	-	-	-	-	Developed anti-corruption strategy Developed integrity management framework	Percentage reduction in the prevalence of reported cases	-

5.4.4. QUARTERLY TARGETS FOR 2015-16

PROGRAMME PERFORMANCE INDICATOR		REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
					1 ST	2 ND	3 RD	4 TH
1.	Develop an anti-corruption strategy	Quarterly	New Indicator	Developed anti-corruption strategy Developed integrity management framework	EXCO signed off Research report on anti-corruption strategy	Draft anti-corruption strategy	Board approved anti-corruption strategy Draft integrity management framework	EXCO signed off progress report on implementation of Approved anti-corruption strategy Board approved integrity management framework

5.4.5. RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Governance

STRATEGIC OBJECTIVE	EXPENDITURE OUTCOME			CURRENT BUDGET	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Integration of ICT systems	53,798*	54,582*	75,452*	64,758*	89,681*	111,676*	119,155*

* Expenditure estimates are for the Administration programme which includes Human Resources, Governance, Finance and SCM; and Office of the Chief Information Officer (CIO).

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PART C: TECHNICAL INDICATORS

1. PROGRAMME ONE: REGULATORY SERVICES

INDICATOR NO. 1.1

INDICATOR TITLE	Implemented scientific tool by the Regulatory Committee to manage market demand and supply of passenger transport
Short definition	To introduce market driven regulated competition
Purpose/importance	To make use of a mathematical formula in order to match supply and demand of transport passenger transport services per route
Source/collection of data	EXCO approved Quarterly Market Access Reports (MAR) and Signed Minutes of Regulatory Committee Meetings
Method of calculation	Milestones achieved
Data limitations	Dependent on the number of Regulatory Committee Meetings
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Pilot MAR, EXCO signed off piloting report and signed minutes of the Regulatory Committee Q2: Refined MAR tool, EXCO signed off review recommendations Q3: EXCO approved Quarterly Market Access Reports (MAR) Q4: Full implementation of scientific tool on three main corridors, EXCO signed off Report & Regulatory Committee Minutes
Indicator responsibility	Executive: Regulatory Services

INDICATOR NO. 1.2

INDICATOR TITLE	Developed Business Case for integrated regulatory framework to reduce passenger transport conflict
Short definition	To developed an integrated regulatory framework and legislative reform proposal and lobby of provinces
Purpose/importance	To propose an integrated framework for seamless regulation of public passenger transport
Source/collection of data	Executive Head signed Consultation reports and minutes where available; draft Integrated Regulatory Framework; draft Legislative Reform Proposal, Regulatory Committee / Board resolution or extract of minutes
Method of calculation	Milestones achieved
Data limitations	Postponement and/or cancellation of meetings with stakeholders
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1: Lobby three (3) provinces for regulatory harmonisation and EXCO Signed off Consultation report Q2: Draft Integrated regulatory framework and Lobby three (3) provinces for regulatory harmonisation and EXCO signed off consultation report Q3: Draft legislative reform proposal and Lobby three (3) provinces for regulatory harmonisation Q4: Board approved integrated regulatory framework and legislative reform proposal and Lobby three (3) provinces for regulatory harmonisation, EXCO signed off consultation report
Indicator responsibility	Executive: Regulatory Services

INDICATOR NO. 1.3

INDICATOR TITLE	Percentage of temporary permits issued from front and remote office within pre-determined turnaround times
Short definition	To ensure that temporary permits for front and remote office are issued within a shorter turnaround period
Purpose/importance	To improve service delivery efficiency
Source/collection of data	New permit system; System report indicating the total number of days taken to issue front and remote office temporal permits
Method of calculation	Percentage of permits issued within pre-determined turnaround time
Data limitations	Delays in development of new permit system
Type of indicator	Outcome
Reporting cycle	Annual
New indicator	Yes
Desired performance	Q4: System generated reports reflecting turnaround times for temporal permits issued: <ul style="list-style-type: none"> • 90% of permits issued within 1 day from front office • 90% of permits issued within 3 days from remote office
Indicator responsibility	Executive: Regulatory Services

INDICATOR NO. 1.4

INDICATOR TITLE	Developed and Implemented Operator Compliance Accreditation Schemes (OCAS)
Short definition	Development of an accreditation system to promote compliance
Purpose/importance	To improve the safety, quality, reliability and efficiency of cross-border transport services.
Source/collection of data	EXCO signed off Revised Project Plan, EXCO signed off Stakeholder Consultation Plan, Signed Minutes of meetings, consultation reports, ICT Terms of Reference and updated Feasibility Report
Method of calculation	Project milestones
Data limitations	Dependent on availability of stakeholders for consultations
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: EXCO signed off Revised Project Plan EXCO signed off Developed Stakeholder Consultation Plan EXCO signed off consultation report with specified stakeholders Q2: Formalised consultation with specified stakeholders and obtain formal confirmation of support Consultation report with specified stakeholder Q3: Refinement of OCAS ICT Terms of Reference for appointment of system developer 100% completion of the consultation process with relevant stakeholders on OCAS benefits Updated Feasibility Report Q4: EXCO approval of OCAS ICT Terms of Reference for appointment of system developer Initiate procurement process for appointment of system developer
Indicator responsibility	Executive: Regulatory Services

2. PROGRAMME TWO: ROAD TRANSPORT INSPECTORATE

INDICATOR NO. 2.1

INDICATOR TITLE	Developed and operationalised smart law enforcement strategy
Short definition	Develop and operationalise the smart law enforcement strategy
Purpose/importance	To develop capacity (personnel and physical resources) and implemented technology and intelligence driven law enforcement in all regions
Source/collection of data	Executive Head signed Human Resources Q1 Report, Executive signed Training report, Proof (letter) of appointment of service provider, System generated report
Method of calculation	Milestones achieved
Data limitations	Operational delays
Type of indicator	Activity
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: EXCO approved smart law strategy, Recruitment of profiling inspectors Q2: Training of personnel for intelligence gathering and profiling Q3: Training of personnel for intelligence gathering and profiling Q4: Developed and piloted Intelligence gathering tool
Indicator responsibility	Executive: Road Transport Inspectorate

INDICATOR NO. 2.2

INDICATOR TITLE	Number of borders with permanently deployment inspectors within 2km proximity from major borders
Short definition	Post inspectors within the 2km proximity of major borders when deploying
Purpose/importance	To improve compliance and increase CBRTA's law enforcement visibility.
Source/collection of data	EXCO signed off Deployment Plan; RTI inspector register
Method of calculation	Integer
Data limitations	New indicator
Type of indicator	Outcome
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Deployment at Lebombo Q2: Deployment at Ramatlabama Q3: Deployment at Violsdrift Q4: Deployment at Firkzburg
Indicator responsibility	Executive: Road Transport Inspectorate

INDICATOR NO. 2.3

INDICATOR TITLE	Percentage increase in the number of inspections conducted
Short definition	Increase in the percentage of inspections conducted
Purpose/importance	To improve operator compliance
Source/collection of data	Management reports, monthly, quarterly and annual reports
Method of calculation	Percentage = Prior years number of inspection conducted – number of inspections conducted in the current financial year / Prior years number of inspection conducted * 100
Data limitations	New indicator
Type of indicator	Activity
Reporting cycle	Monthly, Quarterly and Annually
New indicator	No
Desired performance	NB: 5% calculated over a period of a year and total number of targeted inspections spread over 4 quarters Q1: 55 747 inspections Q2: 55 747 inspections Q3: 55 747 inspections Q4: 55 747 inspections
Indicator responsibility	Executive: Road Transport Inspectorate

INDICATOR NO. 2.4

INDICATOR TITLE	Number of key findings report on inspections and prosecutions as approved by the executive
Short definition	To report key findings on inspections and prosecutions conducted
Purpose/importance	To inform decision making in respect of policy interventions
Source/collection of data	Executive head signed off Quarterly report on key findings
Method of calculation	Integer
Data limitations	New indicator
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1: EXCO approved inspection and prosecution findings tool Q2: EXCO signed off Quarterly reports on key findings from inspections and prosecutions Q3: EXCO signed off Quarterly reports on key findings from inspections and prosecutions Q4: EXCO signed off Quarterly reports on key findings from inspections and prosecutions
Indicator responsibility	Executive: Road Transport Inspectorate

3. PROGRAMME THEE: FACILITATION AND INDUSTRY DEVELOPMENT

INDICATOR NO. 3.1

INDICATOR TITLE	Percentage of operator constraints addressed/escalated and consistently followed through
Short definition	Resolution/ escalation and follow-up of constraints registered within the Agency's mandate
Purpose/importance	To reduce operational constraints and thus reduce the cost of doing business for operators
Source/collection of data	The tracking register of issues raised through operator engagements platforms e.g. JRMGs and Operators forum
Method of calculation	Percentage (Number of constraints resolved or escalated and followed up / total registered constraints for the quarter) * 100
Data limitations	Dependency on other stakeholders to resolve the constraints
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1: EXCO signed off progress report on resolution of operator constrains, demonstrated escalation and consistent follow through of registered constraints beyond C-BRTA Mandate Q2 :65% resolution of operator constraints, demonstrated escalation and consistence follow through of registered constraints beyond C-BRTA mandate Q3: EXCO signed off progress report on resolution of operator constrains, demonstrated escalation and consistent follow through of registered constraints beyond C-BRTA Mandate Q4 : 65% resolution of operator constraints, demonstrated escalation and consistence follow through of registered constraints beyond C-BRTA mandate
Indicator responsibility	Executive: Facilitation and Industry Development

INDICATOR NO. 3.2

INDICATOR TITLE	Percentage resolution of passenger transport conflicts registered and resolved within 6 months
Short definition	Resolution of passenger transport conflicts registered and resolved within 6 months
Purpose/importance	To resolve operator conflicts
Source/collection of data	Operators conflict Report signed by the Executive, Signed Minutes from operator meetings, Tracking Register of Issues
Method of calculation	Percentage = (Number of conflicts resolved / total registered for the quarter) *100
Data limitations	Operators unwillingness to co-operate
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1: 65% resolution of passenger transport conflicts registered and resolved within 6 months Q2: EXCO signed off progress report on resolution of passenger transport conflict registered and resolved within 6 months Q3 : 65% resolution of passenger transport conflicts registered and resolved within 6 months Q4: EXCO signed off progress report on resolution of passenger transport conflict registered and resolved within 6 months
Indicator responsibility	Executive: Facilitation and Industry Development

INDICATOR NO. 3.3

INDICATOR TITLE	Number of Implemented recommendations of the Industry Partnership Development Plan (IPDP)
Short definition	To develop a cross-border stakeholder database as defined in the IPDP recommendations
Purpose/importance	Effective relationship management
Source/collection of data	Signed off minutes of the stakeholder forum minutes, database report printout
Method of calculation	Milestones
Data limitations	New indicator
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1 : Developed priority/primary stakeholder database and Quarterly Stakeholder forum Q2: Quarterly Stakeholder Forum Q3: Developed secondary stakeholder database and quarterly stakeholder forum Q4 : Quarterly Stakeholder forum
Indicator responsibility	Executive: Facilitation and Industry Development

INDICATOR NO. 3.4

INDICATOR TITLE	Number of opportunities created for women, youth and people with disabilities within the cross border freight industry
Short definition	Introduced business opportunities in the freight industry
Purpose/importance	To promote diversification in the freight industry
Source/collection of data	EXCO signed off progress report, EXCO signed off Consultation reports
Method of calculation	Integer
Data limitations	Unwillingness to participate in the initiatives
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1 : Consultation with interested stakeholders Q2 : EXCO signed off Feasibility report on opportunities identified Q3 : EXCO signed off Feasibility report on opportunities identified Q4 : EXCO signed off Feasibility report on opportunities identified
Indicator responsibility	Executive: Facilitation and Industry Development

INDICATOR NO. 3.5

INDICATOR TITLE	Number of empowerment initiatives facilitated
Short definition	Facilitate the incubation of established co-operatives
Purpose/importance	To facilitate the provision of training initiatives and mentoring processes to get the established cooperatives ready to operate.
Source/collection of data	Executive approved Incubation programme of Action, Incubation progress reports and training reports all signed by the Executive and Executive approved Incubation close out report
Method of calculation	Milestones
Data limitations	Lack of interest and co-operation from mentors, funders and support structures.
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1: EXCO signed off programme of action for incubation, 1 incubation initiative, 1 rural community outreach programme on cross border opportunities Q2: Executive signed off Quarterly Incubation progress reports Q3: Executive signed off Quarterly Incubation progress reports, 1 rural community outreach programme on cross border opportunities Q4: Executive approved Incubation close out report (lessons learned, progress made by cooperatives during incubation,)
Indicator responsibility	Executive: Facilitation and Industry Development

We Promote Road Safety
and Compliance Through
the Cross-Alive Campaign

4. PROGRAMME FOUR: OFFICE OF THE CEO

INDICATOR NO. 4.1

INDICATOR TITLE	Number of Annual State of the Cross-Border Operations Report (ASCBOR) to the Minister and other stakeholders
Short definition	Submission of a Cross-border transport report to the Minister and other relevant stakeholders
Purpose/importance	To provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross border matters (The report will include the state of the borders; regional integration; operator compliance; operator constraints, passenger transport conflict, harmonization, policy and matters of reciprocity EXCO signed off) in order to improve unimpeded flow of transport. The report should include findings and recommendations
Source/collection of data	Quarterly progress research reports and State of the Cross-Border Operations Report (ASCBOR) to the Minister and other relevant stakeholders
Method of calculation	Integer
Data limitations	Delays in gathering information for inclusion in the report
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: EXCO signed off Quarterly progress reports Q2: Board approved 1 ASCBOR to the Minister Q3: EXCO signed off Quarterly progress reports Q4: Board approved 1 ASCBOR to the Minister
Indicator responsibility	Chief Operations Officer

INDICATOR NO. 4.2

INDICATOR TITLE	Developed country profiles to gain market intelligence on cross-border matters
Short definition	To develop country profiles
Purpose/importance	To provide value added advisory services to relevant stakeholders on cross-border matters
Source/collection of data	Quarterly progress research reports and 1 Country Profile (Zimbabwe)
Method of calculation	Integer
Data limitations	Delays in gathering information for inclusion in the report
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1: EXCO signed off Quarterly progress research report Q2: EXCO signed off country profile developed (Mozambique) Q3: EXCO signed off Quarterly progress research report Q4: EXCO signed off country profile developed (Zimbabwe)
Indicator responsibility	Chief Operations Officer

INDICATOR NO. 4.3

INDICATOR TITLE	Percentage achieved on client satisfaction survey conducted on freight and passenger operators (taxis and buses)
Short definition	Client satisfaction surveys conducted on cross border operators
Purpose/importance	Determine the client satisfaction levels from surveys
Source/collection of data	Percentage achieved
Method of calculation	Analysis of responses to questionnaires
Data limitations	Non-responsive operators
Type of indicator	Outcome
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Conduct 1 customer satisfaction survey Q2: Conduct 1 customer satisfaction survey Q3: Conduct 1 customer satisfaction survey Q4: Conduct 1 customer satisfaction survey and obtain 65% satisfaction levels
Indicator responsibility	Executive: Facilitation and Industry Development

4.4. INDICATOR NO. 4.4

INDICATOR TITLE	Number of initiatives to increase C-BRTA's visibility
Short definition	To host a cross-border road transport conference and present papers at transport conferences
Purpose/importance	To position the C-BRTA brand to ensure visibility and awareness
Source/collection of data	Conference reports, invitations to conference and papers/presentations delivered at conferences
Method of calculation	1 Conference report and four (4) papers/presentations delivered
Data limitations	New indicator
Type of indicator	Outcome
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1: Presented at least 1 papers at Conferences Q2: Presented at least 1 paper at Conferences Q3: Presented at least 1 paper at Conferences , Hosted Cross-Border Conference and Presented papers at Transport Conferences Q4: Presented papers at Transport Conferences
Indicator responsibility	Chief Operations Officer

INDICATOR NO. 4.5

INDICATOR TITLE	Developed business case on comprehensive levying of cross-border charges
Short definition	Research on a cross-border levying model
Purpose/importance	To conduct research into harmonisation with other regional regulatory standards
Source/collection of data	EXCO signed off research reports
Method of calculation	Milestones
Data limitations	New indicator
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1: Research on comprehensive levying of cross-border charges, EXCO signed off research report Q2: Consultations with interested parties and EXCO signed off report Q3: EXCO signed off Draft Business Case on comprehensive levying of cross-border charges Q4: Board Approved Business Case on comprehensive levying of cross-border charges
Indicator responsibility	Chief Operations Officer

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5. PROGRAMME FIVE: ADMINISTRATION

PROGRAMME 5.1 HUMAN RESOURCES

INDICATOR NO. 5.1.1

INDICATOR TITLE	Percentage Improvement on Organisational culture
Short definition	To improve on the organizational culture survey
Purpose/importance	To conduct the culture survey with a view to improve the organisational culture
Source/collection of data	EXCO signed off project plan, EXCO approved Culture Survey Report
Method of calculation	Milestones achieved
Data limitations	New indicator
Type of indicator	Outcome
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: EXCO approved project plan and EXCO progress report Q2: EXCO approved progress report on approved project plan Q3: Conduct culture survey and obtain 64% Q4: EXCO adopted findings and recommendations report
Indicator responsibility	Executive: Human Resources

We Do Not Tolerate Crime,
Fraud and Corruption

PROGRAMME 5.2 FINANCE AND SCM

INDICATOR NO. 5.2.1

INDICATOR TITLE	Developed and implemented financial sustainability strategy/model
Short definition	Initiatives taken aimed at improving the financial sustainability of the Agency
Purpose/importance	To explore available opportunities and additional revenue streams to improve the financial viability of the Agency
Source/collection of data	Board approved feasibility study
Method of calculation	Milestones achieved
Data limitations	New indicator
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Consultation report on stakeholder engagement Q2: Board approved feasibility study report Q3: Board approved and submission of the draft legislative reform to the Department of Transport
Indicator responsibility	Chief Financial Officer

INDICATOR NO. 5.2.2

INDICATOR TITLE	Developed Business Case on Beitbridge Modernisation Project (BMMP)
Short definition	To implement Beitbridge modernisation project so as to improve the financial viability of the Agency
Purpose/importance	To implement Beitbridge modernisation project so as to improve the financial viability of the Agency
Source/collection of data	EXCO approved proposal and 4th Quarter Management accounts
Method of calculation	Milestones
Data limitations	New indicator
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1: Board approval and Submit proposal to the Department of Transport for legislation on the Beitbridge Border modernisation project
Indicator responsibility	Chief Financial Officer

PROGRAMME 5.3 OFFICE OF THE CIO

INDICATOR NO. 5.3.1

INDICATOR TITLE	Developed and implemented new permit system
Short definition	Develop and implement a new permit system aligned to the business needs and IT advancement.
Purpose/importance	To align IT infrastructure to business needs and improve the efficiency of permit issuance.
Source/collection of data	Inputs from the divisions that utilise the CBRT System
Method of calculation	Milestones achieved
Data limitations	Dependency on service provider
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No
Desired performance	Q1: Progress reports on development of new permit system approved by EXCO Q2: Progress reports on development of new permit system approved by EXCO Q3: Progress reports on development and piloting of new permit system approved by EXCO Q4: Developed and Piloted new permit system
Indicator responsibility	Chief Information Officer

INDICATOR NO. 5.3.2

INDICATOR TITLE	Uptime percentage on business critical systems
Short definition	The business critical systems (permit system, enforcer, Accounting and Payroll package and email connectivity) to be operational at all business times
Purpose/importance	To ensure uptime of business critical system to enable un-interrupted business operations
Source/collection of data	System report
Method of calculation	System Centre Operations Manager software report (SCOM)
Data limitations	Tool to be deployed on the server to monitor system uptime
Type of indicator	Outcome
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	97% uptime on business critical systems
Indicator responsibility	Chief Information Officer

PROGRAMME 5.4 GOVERNANCE AND LEGAL SERVICES

INDICATOR NO. 5.4.1

INDICATOR TITLE	Number of implemented fraud and Corruption initiatives
Short definition	Development and implementation of fraud and corruption interventions
Purpose/importance	Reduce incidences of fraud and corruption
Source/collection of data	Anti-corruption strategy, Stakeholder Consultation report and Research Report
Method of calculation	Number of Anti-corruption strategy, Stakeholder Consultation report and Research Report
Data limitations	New indicator
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Q1: EXCO signed off Research Report on anti-corruption strategy Q2: Draft Stakeholder Consultation report Q3: Board approved Anti-corruption Strategy, draft integrity management framework Q4: EXCO signed off progress report on the implementation of the approved Anti-Corruption Strategy, Board Approved Integrity Management Framework
Indicator responsibility	Executive: Governance and Legal Services

We are Linking Africa
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