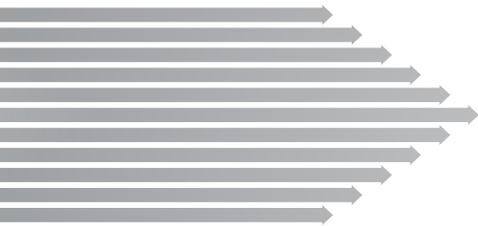


Unimpeded Flow of Cross-Border Goods and Passengers

Strategic Plan





Strategic Plan

2015 - 2020

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FOREWORD BY THE EXECUTIVE AUTHORITY



The National Development Plan, Vision 2030, provides a blueprint that should be a guide to all public entities on the tasks at hand and the envisaged future trajectory for South Africa. Given the imperatives articulated in the NDP, the Ministry of Planning, Monitoring and Evaluation in the Presidency has articulated clear performance outcomes for the Medium Term Strategic Framework 2014-2019.

In determining the Strategic direction of the Cross Border Road Transport Agency for the 2015-2020 period, the realisation of the goals articulated in the NDP took precedence. The policy mandate of the C-BRTA requires the Agency to facilitate the free flow of goods and persons, and thus to enhance regional integration, improve trade relations and promote social cohesion between RSA and her African neighbouring States.

In response to the mandate requirements and the strategic economic imperatives, the Agency has prioritised the need to resolve operational constraints faced by cross border transport operators in the cause of doing business.

The Agency will focus on the re-engineering of its business model over the next five years in order to reduce the transport operator's cost of doing cross border business and increase productivity on the major cross-border corridors and enhance the integration of South Africa with the SADC member-States and the rest of the continent. As part of enhancing efficiencies on cross-border corridors, the C-BRTA will also play its part in improving road traffic safety on these cross-border corridors by introducing a comprehensive cross border vehicle examination capability.

As the Executive Authority, I support and endorse this Strategic Plan and commit to monitoring and continuously assess the progress made towards the delivery of the strategy.

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 steadily to recovers 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, these articulate the need to advance the facilitation of cross border transport, safety, security, reliability, quality and efficiency of transport services, seamless movement of goods and passengers in the region. Furthermore they articulate 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 the 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 execution of its mandate. Thus, the Agency will contribute towards delivery of the cross cutting transport agenda as articulated in the SADC Protocol, the National Development Plan and Medium Term Strategic Framework.

The C-BRTA commits to improve governance matters. The Agency seek to keep on sustaining and improving on the unqualified audit 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

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the Cross-Border Road Transport Agency under the guidance of the Department of Transport;
- Takes into account all the relevant policies, legislation and other mandates for which the Cross-Border Road Transport Agency is responsible for; and
- Accurately reflects the strategic outcome oriented goals and objectives which the Cross-Border Road Transport Agency will endeavor to achieve over the period 2015-2020.

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. VISION

The leading road transport trade facilitation Agency within the region.

2. MISSION

To spearhead social and economic development within the SADC region through facilitating unimpeded cross border road transport movements.

3. CORE VALUES

- ✔ **Integrity** - we are professional, honest, fair and do not tolerate crime, fraud and corruption
- ✔ **Transparency** - we are open and accountable in our interactions with our stakeholders and staff
- ✔ **Reliability** - we are dependable, trustworthy and value our customers
- ✔ **Efficiency** - we are innovative and passionate about performance
- ✔ **Effectiveness** - we achieve our set goals and objectives with desired outcomes
- ✔ **Social responsibility** - we seek to contribute towards the greater good of our country and continent by supporting social development and economic growth

4. LEGISLATIVE AND POLICY MANDATES

C-BRTA is a Schedule 3A public entity in terms of the Public Finance Management Act, No 1 of 1999 (PFMA). This Strategic Plan has been developed as per Treasury Regulation 30.1, issued in terms of the PFMA, and the Framework for Strategic Plans and Annual Performance Plans as released by National Treasury.

The C-BRTA's strategic plan is informed by various legislative mandates and related Government policies and directives inter alia:

4.1 CONSTITUTIONAL MANDATE

In the execution of the Agency's functions and in line with the founding legislation, the C-BRTA shall comply with the Constitution of the Republic of South Africa with specific reference to the following sections:

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

4.2. LEGISLATIVE AND POLICY MANDATES

1. **Cross-Border Road Transport Act, 4 of 1998**, provides the Agency with the mandate to improve the unimpeded flow by road of freight and passengers in the region, liberalise market access progressively in respect of cross-border freight road transport, introduce regulated competition in respect of cross-border passenger road transport and to reduce operational constraints for the cross-border road transport industry as a whole, enhance and strengthen the capacity of the public sector in support of its strategic planning, enabling and monitoring functions and to empower the cross-border road transport industry to maximise business opportunities and to regulate themselves incrementally to improve safety, security, reliability, quality and efficiency of services.
2. **The National Land Transport Act, 5 of 2009**, provides for the process of transforming and restructuring the national land transport system. In essence it provides for the mandate of the three spheres of authority in the transport sector and confers mandate to these authorities to perform certain functions that includes regulation.

3. **National Road Traffic Act, 93 of 1996**, as amended, provides for road traffic matters which shall apply uniformly throughout the Republic of South Africa. The NRTA in essence provides for traffic regulations that govern licensing of motor vehicles, operation of motor vehicles, vehicle road worthiness, driver licensing and fitness.
4. The **National Development Plan** identifies the transport sector as one of the major economic pillars for the economic development of Republic. The Plan asserts that South Africa's development is affected by what happens in the region and the world and its success will depend on the country's understanding and response to such developments. It also asserts the need to overcome poor transport links and infrastructure networks, as well as tariff and non-tariff barriers, high cost of doing business in the region as key imperatives that should be overcome if the region is to attract investment and improve trade.
5. **Tourism Act, 3, of 2014**, provides for the development and promotion of sustainable tourism for the benefit of the republic, its residents and its visitors. The C-BRTA regulates market access to the tourism transport sector through a permit regime. The Agency also has the mandate to conduct law enforcement in regard to compliance to road traffic regulations in the tourism sector.
6. The **SADC Protocol on Transport, Communications and Meteorology**, provides for the integration of regional transport, communications and meteorology networks. In essence for road transport the objective of the protocol is to make it as easy as possible for cross border road transport operators to move from one country to the other through reduction of non-tariff barriers, improving harmonisation, provision of adequate infrastructure with the intention of improving efficiency, and facilitating both transport and trade in the region. The Protocol also provides for interventions and actions which responsible authorities or regulatory authorities in the member states at operational level should perform towards improving cross border movements.
7. **Hazardous substances Act, 15 of 1973**, which provides for control of substances which may cause injury or ill health to or death of human beings during handling and transportation. Thus, the Act provides for conditions of carriage and transportation of such hazardous goods through corridors, division of such substances or products into groups in relation to the degree of danger, prohibition and control of the importation, manufacture, sale, use, operation, application, modification, disposal or dumping of such substances and products and other matters connected therewith.
8. **Bilateral Agreements** concluded between South Africa and Malawi, Mozambique, Zambia and Zimbabwe, which provide for promoting and facilitating international road freight and passenger services. The agreements provides for formal acknowledgement of the need for the countries to facilitate cross border road transport movements, the conditions of carriage of goods and passengers, the need for harmonisation, vehicle documentation and establishment of Joint Route Management Committees and Joint Committees. They also provide for the need for equal treatment of transport operators and reciprocity between the two member states.
9. The **1996 White Paper on Transport** identifies the broad goal of transport being to achieve smooth and efficient interaction that allows society and the economy to assume their preferred form. Transport also plays a leadership role as a catalyst for development. The Paper also sets out the transport vision of the Republic as being the provision of safe, reliable, effective, efficient, and fully integrated transport operations and infrastructure which will best meet the needs of freight and passenger customers among others.
10. The **SACU MoU**, provides for facilitation and maintenance of effective road transport arrangements, and in particular equitable shares in road transportation with a view to support trade within the Customs Union. The C-BRTA in this regard works towards a common goal of improving cross border road transport operations with a view to improving the sector.

11. The **Trans Kalahari Corridor (TKC) MoU**, provides for promotion of effective and integrated management of the TKC. The TKC was established with a view to improve regional trade and economic development through efficient transport. Improving the efficiency of transportation is brought about by reduction of constraints and bottlenecks whilst at the same time reducing externalities, improving market access and improving productivity.
12. South Africa is also a signatory to some international conventions, which were designed to enhance the harmonisation and facilitation of efficient road transport movements, namely the **International convention on the harmonisation of frontier controls of goods, of 1982**, which aims to improve international movement of goods by all modes of inland transport; and the **Convention on road traffic, of 1968**, which provides for facilitation of road traffic and increasing road safety through the adoption of uniform road traffic rules. As the Agency implements its mandate, the Agency considers the provisions of these conventions.

4.3. 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 R318 988 280.00 rendering the agency technically insolvent.

5. SITUATIONAL ANALYSIS

Organisations do not exist in a vacuum. They exist within a myriad of factors that have an ability to influence the business. 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. 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 undertaken in order to remain relevant and responsive in the execution of the CBRTA mandate to the benefit of its stakeholders:

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>
ECONOMIC	<p>The Agency is considering enhancements to its funding model in order to promote sustainability.</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 CBRTA is cognisant of the fact that the Fiscas is under pressure, and thus a need for alternative funding is necessary. This calls for prudent financial management in the Agency, complemented by proactive business remodelling to enhance operational sustainability.</p> <p>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 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.</p> <p>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 a directive that the conveyance of goods should move from road to rail, facts on the ground prove that road transport remains the dominant mode in cross border trade in the region. This confirms the continued need for regulated freight across borders. However, should this occur, it will have a negative impact on cross border operators.</p> <p>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 have a positive impact on Cross Border Road Transport movement in the region. This is a result of intra-regional trade and increased social cohesion.</p> <p>Corruption is a result of low morals and values. The Agency notes that corruption can threaten its revenue.</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 among 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>There is constant technological development in the transport sector. To remain relevant and efficient, the Agency needs to keep abreast and respond to these developments.</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 footprint.</p> <p>There is an increase in un-roadworthy foreign registered vehicles traversing South African roads. Due to Bilateral Agreements 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 remodelling of the C-BRTA business model will be required.</p> <p>There is no common understanding of the C-BRT Act and other related Acts in the transport sector. This leads to contestation of the mandate of the Agency and hampers delivery of the cross border road transport mandate.</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 require 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 spill over into other provinces.</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>

5.1. PERFORMANCE ENVIRONMENT

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

5.2. 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 road transport matters; • Existence of governance structure; • 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; and • 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 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 project • Management of weight bridges 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

5.3. DESCRIPTION OF THE STRATEGIC PLANNING PROCESS

The process of formulation of this strategic plan was informed by the Constitution, the legislative mandate of the CBRTA and all the relevant prescripts of the governing laws as well as Ministerial directives. The planning process followed the National Treasury Framework for Strategic Plans and Annual Performance Plans including the Treasury Framework for managing performance. It involved several briefing sessions with relevant internal stakeholders to promote inclusivity. The strategies and risks corresponding with these objectives were discussed and objectives were aligned to the government outcomes.

Management then examined the budget available for allocation towards the strategies. This is determined by the Medium Term Expenditure Framework (MTEF), which is a submission made in July every year. Meetings are held with National Treasury and the Department of Transport to explain the budget, human resource and information technology requirements for C-BRTA's planned projects and other outcomes.

The risks affecting implementation and delivery were assessed and managed on an ongoing basis. Performance measures against the objectives were also determined.

The first and second drafts of the Strategic and Annual Performance Plan are sent to the Department of Transport in August and November 2014 respectively. The final Board approved version will be sent to the Minister of Transport at the end of January 2015.

6. STRATEGIC OUTCOME ORIENTED GOALS OF THE INSTITUTION

The strategic outcome oriented goals are derived from the mandate as per section 23 of the Cross Border Road Transport Act. Furthermore they are linked to the Government outcomes as per the National Development Plan and the Minister of Transport's performance objectives as stated in the tables below:

Table 1: Linking Strategic outcome oriented goals to Government outcomes and the Strategic objectives of the Shareholder

STRATEGIC OUTCOME ORIENTED GOAL 1	ENHANCE ORGANISATIONAL PERFORMANCE
Goal statement	C-BRTA's organisational performance is enhanced in compliance with the relevant policies and regulations
Link to Department of Transport outcome(s)	Outcome 5: A skilled and capable workforce to support an inclusive growth path
Link to National Development Plan (NDP)	<ul style="list-style-type: none"> Staff at all levels have the authority, experience, competence and support they need to do their jobs; Clear governance structures and stable leadership enable state-owned enterprises to achieve their developmental potential (Chapter 13)
STRATEGIC OUTCOME ORIENTED GOAL 2	FACILITATE UNIMPEDED FLOW OF CROSS-BORDER TRANSPORT
Goal statement	There is unimpeded flow in cross-border transport operations
Link to Department of Transport outcome(s)	Outcome 6: Efficient, competitive and responsive economic infrastructure network
Link to National Development Plan (NDP)	<ul style="list-style-type: none"> Implement a focused regional integration strategy with emphasis on reducing red tape, corruption and delays at border posts (Chapter 7)
STRATEGIC OUTCOME ORIENTED GOAL 3	PROMOTE REGIONAL INTEGRATION
Goal statement	There is enhanced regional integration through efficient cross-border road transportation.
Link to Department of Transport outcome(s)	Outcome 6: Efficient, competitive and responsive economic infrastructure network
Link to National Development Plan (NDP)	Implement a focused regional integration strategy with emphasis on road, rail and port infrastructure in the region (Chapter 7)
STRATEGIC OUTCOME ORIENTED GOAL 4	PROMOTE SAFE AND RELIABLE CROSS-BORDER TRANSPORT
Goal statement	There is safe and reliable cross-border transportation.
Link to Department of Transport outcome(s)	Outcome 6: Efficient, competitive and responsive economic infrastructure network
Link to National Development Plan (NDP)	<ul style="list-style-type: none"> Increase community participation in crime prevention and safety initiatives. (Chapter 12)

STRATEGIC OUTCOME ORIENTED GOAL 5	STRATEGIC POSITIONING TO ENHANCE ORGANISATIONAL SUSTAINABILITY
Goal statement	C-BRTA is strategically positioned to ensure financial viability and sustainability
Link to Department of Transport outcome(s)	Outcome 4: Decent employment through inclusive growth
Link to National Development Plan (NDP)	<ul style="list-style-type: none"> • Clear governance structures and stable leadership enable state-owned enterprises to achieve their developmental potential (Chapter 13)

Table 2: Linking Strategic Outcome Oriented Goals with the Agency's Strategic Objectives

STRATEGIC OUTCOME ORIENTED GOAL 1	ENHANCE ORGANISATIONAL PERFORMANCE
Goal statement	C-BRTA's organisational performance is enhanced in compliance with the relevant policies and regulations
Link to C-BRTA's strategic objective(s)	<ul style="list-style-type: none"> • To develop and implement a high performance culture in the organisation • To ensure the financial viability and sustainability of the C-BRTA • Prevent fraud and corruption • Integration of ICT systems
STRATEGIC OUTCOME ORIENTED GOAL 2	FACILITATE UNIMPEDED FLOW OF CROSS-BORDER TRANSPORT
Goal statement	There is unimpeded flow in cross-border transport operations
Link to C-BRTA's strategic objective(s)	<ul style="list-style-type: none"> • To introduce and implement regulated competition as pertaining to cross border movements • To improve compliance with the road transport legislation • To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives • To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross border matters in the transport sector. • Integration of ICT systems
STRATEGIC OUTCOME ORIENTED GOAL 3	PROMOTE REGIONAL INTEGRATION
Goal statement	There is enhanced regional integration through efficient cross-border road transportation.
Link to C-BRTA's strategic objective(s)	<ul style="list-style-type: none"> • To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives
STRATEGIC OUTCOME ORIENTED GOAL 4	PROMOTE SAFE AND RELIABLE CROSS-BORDER TRANSPORT
Goal statement	There is safe and reliable cross-border transportation.
Link to C-BRTA's strategic objective(s)	<ul style="list-style-type: none"> • To promote efficiencies in permit issuing so as to reduce the cost of doing business for our operators • To improve compliance with the road transport legislation • Prevent fraud and corruption
STRATEGIC OUTCOME ORIENTED GOAL 5	STRATEGIC POSITIONING TO ENHANCE ORGANISATIONAL SUSTAINABILITY
Goal statement	C-BRTA is strategically positioned to ensure financial viability and sustainability
Link to C-5BRTA's strategic objective(s)	<ul style="list-style-type: none"> • To ensure the financial viability and sustainability of the C-BRTA • To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross border matters in the transport sector. • To promote the C-BRTA's reputation • To position the C-BRTA brand to ensure visibility and awareness

PART B: STRATEGIC OBJECTIVES

7. STRATEGIC OBJECTIVES

The strategic objectives and key performance indicators are articulated below:

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
To introduce regulated competition in respect of cross-border passenger road transport	GOAL 2: Facilitate unimpeded flow of cross-border transport	1. To introduce and implement regulated competition of cross border movements	1. Implemented 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 (2014/15 targets)	Piloted and implemented scientific tool on 3 main corridor	Impact assessment and refinement of the scientific tool on the cross border routes	Piloted and fully implemented scientific tool	-	-
To liberalize market access progressively in respect of cross-border freight road transport			2. Developed ² a business case for integrated regulatory framework to reduce passenger transport conflict	None, as this is a new indicator	Board approved business case on Integrated Regulatory Framework	-	-	-	-
			3. Developed business case on comprehensive ³ levying of cross-border charges	None, as this is a new indicator	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	-	-	-

¹ Implemented means to introduce the scientific tool on the corridor to determine supply and demand in order to manage the economic viability of cross border trade

² Developed means to research the legislation to determine areas of harmonisation and lobbying of 9 provinces for input into the regulatory framework

³ Comprehensive refers to more than one form of cross-border levying

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
To empower the cross-border road transport industry to maximise business opportunities and to regulate themselves incrementally to improve safety, security, reliability, quality and efficiency of services	GOAL 4 Promote safe and reliable cross-border transport	2. To promote efficiencies in permit issuing so as to reduce the cost of doing business for our operators	4. Percentage of temporary permits issued from front office and remote office within pre-determined turnaround times	None	90% ⁴ 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	90% Issued front office permits within 4 hours 90% Issued remote office permits within 2 working days	90% Issued front office permits within 3 hours 90% Issued remote office permits within 1 working day
To improve the unimpeded flow by road of freight and passengers in the region by reducing operational constraints for the industry	GOAL 2 Facilitate unimpeded flow of cross-border transport	3. To improve compliance with road transport legislation	5. Developed ⁵ and Implemented Operator Compliance Accreditation Scheme (OCAS)	Consultation and approved business rules and standards 2014/15 target)	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 Pilot Implementation Plan signed off by Exco	Piloting of OCAS system and impact assessment report	Draft Regulations	Implementation of the OCAS system

⁴ To mitigate for unforeseen and uncontrollable incidents such as power outages and receipt of incomplete documents

⁵ Developed entails consultation with stakeholders, compilation of feasibility report and terms of reference

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
		3. To improve compliance with road transport legislation	6. Developed and operationalised ⁶ smart law enforcement strategy	Adopted research paper (2014/15 target)	Exco approved 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 Review and refine the implemented electronic tool	Roll out the electronic tool and generate intelligence in 2 regions Review and refine the implemented electronic tool	Implemented technology and intelligence driven law enforcement in all regions
			7. Number of borders with permanently ⁷ deployed Inspectors within 2km proximity from major borders	4 Borders (2014/15 target)	Deployed inspectors to 4 Borders	Deployed inspectors to 1 Border (Skilpadshak)	Deployed inspectors to 1 Border (Kopfontein)	Deployed inspectors to 1 Border (Golela)	Deployed inspectors to 1 Border (Phafuri)
			8. Percentage increase in the number of inspections conducted	None, as this indicator measuring percentage increase	5% increase in the number of inspections conducted	10% increase in the number of inspections conducted	12% increase in the number of inspections conducted	12% increase in the number of inspections conducted	15% increase in the number of inspections conducted
	GOAL 2 Promote safe and reliable cross-border transport		9. Number of key finding reports on inspections and prosecutions as approved by the EXCO	None as this is a new indicator	4 Quarterly reports on key ⁸ findings from inspections and prosecutions as signed off by the EXCO	4 Quarterly reports on key findings from inspections and prosecution as signed off by the EXCO	4 Quarterly reports on key findings from inspections and prosecution as signed off by the EXCO	4 Quarterly reports on key findings from inspections and prosecution as signed off by the EXCO	4 Quarterly reports on key findings from inspections and prosecutions as signed off by the EXCO

⁶ Operationalise means rendering an implementable strategy

⁷ Permanent deployment refers to posting of inspectors within the 2km proximity of major borders when deploying

⁸ Key Findings refers to findings relating to vehicle and driver fitness as defined in NRTA and C-BRT Act

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
To empower the cross-border road transport industry to maximise business opportunities and to regulate themselves incrementally to improve safety, security, reliability, quality and efficiency of services	GOAL 3 Promote regional integration	4. To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives	10. Percentage of operator constraints ⁹ addressed ¹⁰ or escalated and consistently followed-through as recorded in the constraints register	None as this is a new indicator	65% resolution of operator constraints, demonstrated escalation ¹¹ 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	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
			11. Percentage resolution of passenger transport conflicts registered and resolved within 6 months	None as this is a 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	70% resolution of passenger transport conflicts registered and resolved within 6 months	70% resolution of passenger transport conflicts registered and resolved within 6 months	75% resolution of passenger transport conflicts registered and resolved within 6 months
			12. Number of the Industry Partnership Plan (IPDP) recommendations implemented ¹²	None as this indicator new	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	Recommendation 4: 4 quarterly stakeholder forum report	-

⁹ Cross Border Road Transport operational impediments that hinders unimpeded flow or movement

¹⁰ Addressed means resolved by C-BRTA or escalated and followed-through

¹¹ 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

¹² Four selected recommendations

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
			13. Number of opportunities created ¹³ for women/youth/people with disabilities within the cross border freight industry	None as this is a new indicator	2 opportunities created in the freight industry	3 opportunities created in the freight industry	4 opportunities created in the freight industry	5 opportunities created in the freight industry	5 opportunities created in the freight industry
			14. Number of empowerment initiatives facilitated	Establish and incubate two (2) co-operatives targeting women, youth and people with disability (2014/15 target)	2 initiatives: Facilitate ¹⁴ the incubation ¹⁵ of the established cooperatives 2 rural community outreach on cross border opportunities	2 initiative: 2 rural community outreach on cross border opportunities	2 initiative: 2 rural community outreach on cross border opportunities	2 initiative: 2 rural community outreach on cross border opportunities	2 initiative: 2 rural community outreach on cross border opportunities
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 3 Promote regional integration	5. To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross border matters in the transport sector.	15. Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders.	None, as this is a new indicator	2 ASCBOR reports: 2 Annual State of Cross-border operations report ASCBOR to the Minister	3 ASCBOR reports: 2 ASCBOR to the Minister 1 Annual State of Cross-border operations report ASCBOR report to stakeholders	3 ASCBOR reports: 2 ASCBOR to the Minister 1 ASCBOR report to stakeholders	3 ASCBOR reports: 2 ASCBOR to the Minister 1 ASCBOR report to stakeholders	3 ASCBOR reports: 2 ASCBOR to the Minister 1 cross-border corridor road transport report to stakeholders

¹³ Researched and identified viable business opportunities ready for uptake

¹⁴ Coordinate, organise and arrange information sharing sessions

¹⁵ Refers to training intervention, workshops and mentoring processes aimed at rendering the newly registered cooperatives ready to operate

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
			16. Number country profiles developed or updated	None, as this is a new indicator	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	6 updated (Zimbabwe, Mozambique, Malawi, Lesotho, Swaziland and Botswana) country profiles 2 country (Zambia and Namibia) profiles developed	8 updated (Zimbabwe, Mozambique, Malawi, Lesotho, Swaziland, Botswana, Zambia and Namibia) country profiles 1 country (DRC) developed
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 1 Enhance organisational performance	6. To promote the C-BRTA's reputation	17. Percentage achieved on client satisfaction survey conducted on freight and passenger (taxi and buses) operators	60% (2014/15 target)	65% customer satisfaction achieved	65% customer satisfaction achieved	70% customer satisfaction achieved	80% customer satisfaction achieved	85% customer satisfaction achieved
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 5 Strategic positioning to enhance organisational sustainability	7. To position the C-BRTA brand to ensure visibility and awareness	18. Number of initiatives to increase C-BRTA's visibility	None, as this is a new indicator	5 initiatives 4 Presented papers at transport conferences Hosted Cross-Border Conference	5 initiatives 4 presented papers at transport conferences Implement 100% of selected resolutions made at the Conference	5 initiatives 4 Presented papers at transport conferences Host Cross Border Road transport conference	5 initiatives 4 Presented papers at transport conferences Implement 100% of selected resolutions made	-

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 5 Strategic positioning to enhance organisational sustainability	8. To develop, implement and sustain a high performance culture in the organization.	19. Percentage ¹⁶ Improvement in organizational culture	64% (2014/15 Target)	Conduct survey and obtain 70% satisfaction levels	100% Implementation of the selected culture change recommendations	Conduct survey and obtain 75% satisfaction levels	100% Implementation of the selected culture change recommendations	100% Implementation of the selected culture change recommendations
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 5 Strategic positioning to enhance organisational sustainability	9. To ensure the financial viability and sustainability of the C-BRTA	20. Developed financial sustainability strategy/model	None, as this is a new indicator	Conducted feasibility study on proposed new revenue streams	Revised financial strategy	-	-	-
			21. Number of revenue streams implemented as per financial sustainability strategy.	None, as this is a new indicator	-	Implementation of 1 new revenue stream	Implementation of 1 new revenue stream	Implementation of 1 new revenue stream	Implementation of 1 new revenue stream
			22. Percentage increase in Revenue baseline	None, as this is a new indicator	-	increase revenue baseline by 20%	increase revenue baseline by 20%	increase revenue baseline by 20%	increase revenue baseline by 20%
			23. Developed Business case on Beitbridge Border modernisation project (BBMI)	None, as this is a new indicator	Submission of Board approved business case	-	-	-	-

¹⁶ Assessed through the implementation of culture change recommendation and culture survey results

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2015/16 TARGET	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 1 Enhance organisational performance	10. Integration of ICT systems	24. Developed ¹⁷ or implemented ¹⁸ new permit system	Developed and Piloted new permit system at Head Office	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	-	-
			25. Uptime percentage on business critical systems	None, this is a new indicator	97% uptime	99% uptime	100% uptime	100% uptime	100% uptime
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's strategic planning, enabling and monitoring functions	GOAL 1 Enhance organisational performance	11. Prevent fraud and corruption	26. Number of implemented ¹⁹ fraud and corruption prevention initiatives	None, as this is a new indicator	Developed anti-corruption strategy Developed integrity management framework	Percentage reduction in the prevalence of reported cases	-	-	-

¹⁷ Sign-off by the Regulatory division (client unit) as per service providers final deliverable

¹⁸ Implementation means operationalising the system. System reports to serve as completion of implementation for each region where the system is implemented.

¹⁹ Carrying out of activities relating to fraud and corruption prevention programmes

8. PROGRAMMES

8.1. REGULATORY SERVICES

The Regulatory and Legal 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.

8.1.1. PROGRAMME STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVES	TO INTRODUCE AND IMPLEMENT REGULATED COMPETITION AS PERTAINING TO CROSS BORDER MOVEMENTS
Performance Indicators	Implemented scientific tool used by the Regulatory Committee to manage supply and demand cross-border passenger transport Developed business case for integrated regulatory framework to reduce passenger transport conflict
Baseline	Approved framework; Adopted scientific tool; Piloted and refined scientific tool
STRATEGIC OBJECTIVES	TO PROMOTE EFFICIENCIES IN PERMIT ISSUING
Performance Indicators	Percentage of temporary permits issued from front and remote office within pre-determined turnaround times
Baseline	None
STRATEGIC OBJECTIVES	TO IMPROVE COMPLIANCE WITH ROAD TRANSPORT LEGISLATION
Performance Indicators	Developed and implemented Operator Compliance Accreditation Scheme (OCAS)
Baseline	Consultation and approved business rules and standards

8.1.2. RESOURCE CONSIDERATIONS

Expenditure estimates: Regulatory and Legal 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							
To promote efficiencies in permit issuing.	10,995	16,756	21,335	27,053	25,785	32,109	34,260
To improve compliance with road transport legislation							

8.2. ROAD TRANSPORT INSPECTORATE

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 physical road side inspection to ensure compliance with 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-compliance. 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 standards 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.

8.2.1. PROGRAMME STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVES	TO IMPROVE COMPLIANCE WITH ROAD TRANSPORT LEGISLATION
Performance Indicators	Developed and Operationalised smart law enforcement strategy
	Number of borders with Permanently deployed Inspectors within 2km proximity from major borders
	Percentage increase in the number of inspections conducted
	Number of key finding reports on inspections and prosecutions as approved by the EXCO
Baseline	Not yet determined (information will be available at year end)

8.2.2. RESOURCE CONSIDERATIONS

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

8.3. FACILITATION AND INDUSTRY DEVELOPMENT

The work of the C-BRTA is heavily reliant on co-operation 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, viz. 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-added services to the Agency's clients, namely the 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.

8.3.1. PROGRAMME STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE	TO ESTABLISH AND SUSTAIN STRATEGIC PARTNERSHIPS WITH STAKEHOLDERS SO AS TO ENABLE THE AGENCY TO ACHIEVE ITS OBJECTIVES.
Performance Indicators	Percentage of operator constraints addressed or escalated and consistently followed-through as recorded in the constraints register
	Percentage resolution of passenger transport conflicts registered and resolved within 6 months
	Number of the Industry Partnership Development Plan (IPDP) recommendations implemented
	Number of opportunities created for women/youth/ people with disabilities within the cross border freight industry
	Number of empowerment initiatives facilitated
Baseline	Established and incubate two (2) cooperatives targeting women, youth and people with disability

8.3.2. RESOURCE CONSIDERATIONS

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

8.4. OFFICE OF THE CHIEF EXECUTIVE OFFICER (CEO)

The main purpose of the division is to provide strategic support by driving execution initiatives within the area(s) of project management, research, business performance and risk management within C-BRTA. These initiatives are aimed at enabling the organisation to achieve its objectives and objectives on the Agency's Strategy. The division will focus on providing value added research advisory services and promoting a high performance culture within the Agency in the financial year 2015/16.

8.4.1. PROGRAMME STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE	TO PROACTIVELY PROVIDE VALUE ADDED ADVISORY SERVICES TO THE MINISTER OF TRANSPORT AND OTHER RELEVANT STAKEHOLDERS ON CROSS BORDER MATTERS IN THE TRANSPORT SECTOR
Performance Indicators	Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders. Number of country profiles developed or updated
Baseline	1 Cross-border corridor road transport report
STRATEGIC OBJECTIVE	TO PROMOTE THE C-BRTA'S REPUTATION
Performance Indicators	Percentage achieved on client satisfaction survey conducted on freight and passenger (taxi and buses) operators
Baseline	60% achievement (2014/15 target)
STRATEGIC OBJECTIVE	TO POSITION THE C-BRTA BRAND TO ENSURE VISIBILITY AND AWARENESS
Performance Indicators	Number of initiatives to increase C-BRTA's visibility
Baseline	None
STRATEGIC OBJECTIVE	TO INTRODUCE AND IMPLEMENT REGULATED COMPETITION AS PERTAINING TO CROSS BORDER MOVEMENTS
Performance Indicators	Developed business case on comprehensive levying of cross-border charges
Baseline	None

8.4.2. RESOURCE CONSIDERATIONS

Expenditure estimates: Office of the Chief Operations Officer (COO)

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							

8.5. ADMINISTRATION

8.5.1. HUMAN RESOURCES

The purpose of the division is to provide professional advice and support services in respect of 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.

8.5.1.1 PROGRAMME STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE	TO DEVELOP, IMPLEMENT AND SUSTAIN A HIGH PERFORMANCE CULTURE IN THE ORGANIZATION.
Performance Indicators	Percentage Improvement in organizational culture
Baseline	64% on the culture survey

8.5.1.2. RESOURCE CONSIDERATIONS

Expenditure estimates: 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 improve compliance with road transport legislation	53,798*	53,798*	75,452*	64,758*	89,681*	111,676*	119,155*

* Expenditure estimates are for the Administration programme which includes Human Resources, Governance, Office of the CEO, Finance, SCM and IT.

8.5.2. FINANCE, SUPPLY CHAIN MANAGEMENT

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

8.5.2.1 PROGRAMME STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE	TO ENSURE THE FINANCIAL VIABILITY AND SUSTAINABILITY OF THE C-BRTA
Performance Indicators	Developed and implemented financial sustainability strategy/model
	Number of revenue streams implemented as per financial sustainability strategy.
	Percentage increase in Revenue baseline
	Developed Business case on Beitbridge Border modernisation project (BBMI)
Baseline	Approved Strategy
	Additional revenue stream implemented

8.5.2.2. RESOURCE CONSIDERATIONS

Expenditure estimates: Finance, Supply Chain Management and Information Technology

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*	53,798*	75,452*	64,758*	89,681*	111,676*	119,155*
To improve internal control environment							

* Expenditure estimates are for the Administration programme which includes Human Resources, Governance, Office of the CEO, Finance, SCM and IT.

8.5.3 OFFICE OF THE CHIEF INFORMATION OFFICER

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

8.5.3.1 PROGRAMME STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE	INTEGRATION OF ICT SYSTEMS
Performance Indicators	Developed and implemented new permit system Uptime percentage on business critical systems
Baseline	Zero

8.5.3.2. RESOURCE CONSIDERATIONS

Expenditure estimates: Finance, Supply Chain Management and Information Technology

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*
To improve internal control environment							

* Expenditure estimates are for the Administration programme which includes Corporate Services, Governance, and Office of the CEO, Finance, SCM and Office of the Chief Information Officer.

8.5.4 GOVERNANCE AND LEGAL SERVICES

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.

8.5.4.1. PROGRAMME STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE	TO PREVENT FRAUD AND CORRUPTION
Performance Indicators	Number of implemented fraud and corruption prevention initiatives
Baseline	None

8.5.4.2. RESOURCE CONSIDERATIONS

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
To prevent fraud and corruption	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, Office of the CEO, Finance, SCM and IT.

9. RISK MANAGEMENT

The C-BRTA is cognisant of the material risks inherent in its strategy and the following are the top twelve (12) strategic risks facing the Agency:

RISK NO:	RISK EVENT	CURRENT CONTROLS	MITIGATION STRATEGY	RESIDUAL RISK RATING	RISK MIGRATION	ACCOUNTABILITY
2	<p>Risk event: Inability to fund operations of the Agency - financial sustainability uncertain</p> <p>Cause: Current funding model (financing through permit fees and penalty income) Pending litigation against the Agency.</p> <p>Impact: Technical insolvency (liability more than assets) and commercial insolvency (going concern issues) High staff turnover; Non-attainment of legislative mandate.</p>	Prudent financial management	<p>Development of Revenue strategy/ model by 31 March 2015</p> <p>Activation of other revenue streams as per the CBRT Act by 31 March 2015</p> <p>Finalisation of the mandate review (31 March 2015)</p> <p>Implementation of on-going cost containment measures.</p>	Critical (Likelihood:4 Impact:5)	Stable	<p>Chief Financial Officer</p> <p>Chief Executive Officer</p>
4	<p>Risk event: Threat of litigation.</p> <p>Cause: Permit tariff litigation; Labour related litigation; Unlawful conduct by inspectors; Non-compliance with procurement policies</p> <p>Impact: Reimbursement of permit fees; Compromised financial sustainability; Inability to achieve objectives; Reputational damage.</p>	<p>Counsel appointed to manage the appeal;</p> <p>A Board Task Team was appointed to manage permit tariff litigation;</p> <p>Compliance with internal policies and legislation;</p> <p>Collective agreements;</p> <p>Standard operating procedures (SOP)</p>	<p>Creation of an implementation plan for sustainability;</p> <p>Collective agreement to be entered into for working hours;</p> <p>Refresher course for Inspectors</p> <p>Approval of Policy on Legal Assistance by 31 January 2015</p>	Critical (Likelihood:4 Impact:5)	Stable	<p>Executive: Legal and Regulatory Services</p> <p>Executive: Office of the CEO</p>

RISK NO:	RISK EVENT	CURRENT CONTROLS	MITIGATION STRATEGY	RESIDUAL RISK RATING	RISK MIGRATION	ACCOUNTABILITY
5	<p>Risk event: Inability to detect fraud and corruption</p> <p>Cause: Inadequate monitoring of adherence with procedures and processes by management; Inadequate fraud prevention and detection mechanisms; Perception that management will not take action against fraud.</p> <p>Impact: Financial loss; Reputational damage; Illegitimate operators; Increase in number of fraudulent activities; Collusion between Inspectors and Operators</p>	<p>Fraud hotline; Fraud Prevention Policy; Fraud Prevention Committee; Ad hoc intelligent deployment of Inspectors; Consequence management.</p>	<p>More road shows and awareness campaigns on an on-going basis; Improve ethics on an on-going basis; Improve on the intelligent deployment of Inspectors on an on-going basis; Develop an anti-corruption plan; Establishment of internal capability(i.e. Integrity Management Unit) by 31 March 2015</p>	<p>High (Likelihood:3 Impact:4)</p>	<p>Stable</p>	<p>Executive: All</p>
8	<p>Risk event: Breach of confidentiality.</p> <p>Cause: Organisational culture; Confidential documents are emailed without being encoded or password protected.</p> <p>Impact: Reputational damage; Threat to integrity of information; Potential litigation; Deteriorating stakeholder relationships.</p>	<p>Roll-out of plan as per culture climate survey recommendations;</p>	<p>Ensure that employees sign non-disclosure forms by 31 January 2015;</p>	<p>High (Likelihood:4 Impact: 4)</p>	<p>Stable</p>	<p>Executive: Governance Executive: Corporate Services</p>

RISK NO:	RISK EVENT	CURRENT CONTROLS	MITIGATION STRATEGY	RESIDUAL RISK RATING	RISK MIGRATION	ACCOUNTABILITY
1	<p>Risk event: Adverse amendments to CBRT Act directed by parliament</p> <p>Cause: Conflict on passenger routes (e.g. RSA Lesotho); Non-recognition of national legislation by provincial government; Lack of buy-in from stakeholders; Lack of alignment of national transport legislation.</p> <p>Impact: Non-compliance with legislation/ regional road transport agreements; Unequal /inconsistent regulation; Diplomatic challenges; Setting wrong precedence for other corridors; Loss of revenue; Violence.</p>	<p>Dispensation model in place; Ministerial Task team in place; Active stakeholder engagements; The engagements with MECs to gain buy-in.</p>	<p>On-going engagements with the Minister and Lesotho stakeholders on this matter;</p> <p>Ministerial team to work on border related issues;</p> <p>Training of law enforcement officials at borders;</p> <p>Verification of Cross Border / Inter-/ Intra-Provincial Operators;</p> <p>Audit of Cross Border Operators; Engagement with MEC's of transport.</p>	Moderate (Likelihood:3 Impact:3)	<p>Migration is because the CBRTA will be aware of any changes that are likely to be brought about in its act and will thus influence such change.</p>	<p>Executive: Regulatory and Legal Services</p> <p>Executive: Office of the CEO</p> <p>Executive: Facilitation and Industry Development</p> <p>Executive: Road Transport Inspectorate</p>
3	<p>Risk event: Inadequate business continuity - unavailability of critical business operations in the case of a disaster occurring.</p> <p>Cause: No comprehensive business continuity plan</p> <p>Impact: Inability to access IT systems; Loss of critical information; Disruption of operations; Reputational damage; Financial loss.</p>	<p>Off-site storage of backup; Business impact assessments have been conducted; A reliable, stable backup system; Business Continuity Policy has been drafted</p>	<p>Approval of Disaster Recovery Plan (DRP) (including off-site Disaster Recovery site) by 31 March 2015;</p> <p>Development and approval of a corporate Business Continuity Plan (BCP) by 31 March 2015.</p> <p>Implementation of DRP and BCP by 31 March 2016</p>	Moderate (Likelihood:3 Impact:3)	<p>Migration is due to the fact that the likelihood of an incident occurring is minimal. Furthermore the CBRTA has a reliable and stable backup system.</p>	<p>Executive: Chief Operations Officer</p> <p>Chief Financial Officer</p>

RISK NO:	RISK EVENT	CURRENT CONTROLS	MITIGATION STRATEGY	RESIDUAL RISK RATING	RISK MIGRATION	ACCOUNTABILITY
6	<p>Risk event: Compromised safety of inspectors</p> <p>Cause: No provision of safety and security equipment for law enforcement Inspectors; Lack of sound relations between the Agency and other stakeholders (Law Enforcement Authorities); Cross border criminal activity</p> <p>Impact: Possible litigation for injuries on duty; Fear by inspectors to enforce the law; Possible loss of life; Inability to fulfil the mandate sufficiently; Limited deployment of inspectors to avoid life threatening incidents.</p>	<p>Joint operations with other Law Enforcement authorities; Pairing of inspectors.</p>	<p>Joint operations with other Law enforcement authorities (On-going); Pairing of inspectors (On-going); The bullet proof vests are being distributed to officials (31 March 2015)</p>	<p>Moderate (Likelihood:4 Impact:3)</p>	<p>Migration has been informed by the distribution of protective gear, i.e. bullet proof vests to inspectors. Also the approval of C-BRTA fire-arms policy by the Board.</p>	<p>Executive: Road Transport Inspectorate</p>
7	<p>Risk event: Limited attainment of performance objectives</p> <p>Cause: Inadequate performance management system and processes; Insufficient skilled capacity; Lack of fully documented processes; Poor planning; Low staff moral; Poor work ethic; Poor communication.</p> <p>Impact: Failure to achieve objectives and deliver on the mandate; Compromised organisational sustainability; Audit findings; Potential high staff turnover; Non-compliance with laws and regulations; Reputational damage.</p>	<p>Establishment of the performance management unit; Alignment of performance contracts to APP; Performance management framework; Recruitment and retention strategy; Enhanced monthly and quarterly reporting of performance information; Conducting of culture survey; Quarterly audit of performance information; Skills development.</p>	<p>Expand our staff capabilities through training, recruitment and talent management interventions - On-going Review performance management framework - 31 March 2015 Frequent performance management review - Quarterly Implementation of the recommendation of culture survey by 28 February 2015.</p>	<p>Moderate (Likelihood:3 Impact:3)</p>	<p>Risk has migrated due to the introduction of proactive monitoring and the fact that the organisation improved performance of 60% in the last year. The introduction of performance management system.</p>	<p>Office of the Chief Operations Officer Chief Executive Officer Executive: Corporate Services</p>

RISK NO:	RISK EVENT	CURRENT CONTROLS	MITIGATION STRATEGY	RESIDUAL RISK RATING	RISK MIGRATION	ACCOUNTABILITY
10	<p>Risk event: Non-compliance with applicable laws and regulations</p> <p>Cause: Incorrect and inadequate reporting; No appreciation for the importance of compliance with applicable laws and regulations; Failure to communicate incidents of non-compliance; Failure to effectively monitor compliance; No appreciation by management to ensure compliance within their divisions; No consequence for non-compliance.</p> <p>Impact: Penalties and fines; Irregular and fruitless and wasteful expenditure; Reputational damage; Potential litigation; Audit findings; Failure to discharge the mandate of the Agency.</p>	Compliance framework (manual and reporting); Risk and Compliance Committee in place	Operationalise the Compliance Committee; On-going disciplinary action for non-compliance; Conduct compliance awareness workshops.	Moderate (Likelihood:3 Impact:3)	Stable	Executive: Governance

RISK NO:	RISK EVENT	CURRENT CONTROLS	MITIGATION STRATEGY	RESIDUAL RISK RATING	RISK MIGRATION	ACCOUNTABILITY
11	<p>Risk event: Inability to respond to strategic imperatives of our political principals resulting in deteriorating stakeholder relationships.</p> <p>Cause: Unstructured engagements with no value proposition to stakeholders; Agency out of sync with the external operating environment; Ineffective knowledge management in the Agency and to external stakeholders; Failure to implement agreements by counterparts; Failure to implement communication and media strategy; Input information into research is not readily available</p> <p>Impact: Failure to effectively execute strategy; Reputational damage; No buy-in to Agency imperatives by stakeholders; No role or contribution by the Agency in the economic and trade space; Inability to influence decision relating to cross border operations.</p>	<p>Frequent stakeholder interactions to ensure that there is constant and clear communication flow. IPDP; Pro-active research to advise the minister, e.g. State of borders project.</p>	<p>Implement Industry Partnership Development Plan (IPDP) recommendations by 31 March 2015; Mandate review; Prepare quarterly Exco reports; Implementation of the media strategy.</p>	<p>Moderate (Likelihood:3 Impact:3)</p>	<p>Stable</p>	<p>Executive: Facilitation and Industry Development Executive: Strategic Support Executive: Office of the CEO</p>

RISK NO:	RISK EVENT	CURRENT CONTROLS	MITIGATION STRATEGY	RESIDUAL RISK RATING	RISK MIGRATION	ACCOUNTABILITY
9	<p>Risk event: Inability to attract and retain critical and key employees</p> <p>Cause: Organisational culture (based on culture survey findings); Brand proposition; Visibility of Agency</p> <p>Impact: Inability to achieve strategic objectives; Loss of skilled individuals</p>	<p>Annual culture assessment; Accelerated development programs; EXCO Development program; Succession management; Human Resources plan; Conducting talent review sessions</p>	<p>Culture change plan - being rolled out by 28 February 2015;</p> <p>Implementation of the following:</p> <ul style="list-style-type: none"> Talent management strategy; Recognition and rewards strategy Employee value proposition 	<p>Low (Likelihood:2 Impact:2)</p>	<p>Risk has migrated from moderate to low due to the satisfactory controls and consideration of staff turnover.</p>	<p>Executive: Corporate Services</p>
12	<p>Risk event: Saturation of routes</p> <p>Cause: Uninformed decision making by the Regulatory Committee</p> <p>Impact: Conflict on passenger operations</p>	<p>Route surveys; Regulatory guidelines and policies; Operator stakeholder forums; Route Committee Structures</p>	<p>Deployment and piloting of scientific tool by 31 March 2015; Review of Regulatory Committee Policy by 30 September 2014; Access to OLAS by 30 November 2014.</p>	<p>Low (Likelihood: 1 Impact: 2)</p>	<p>Stable</p>	<p>Executive: Regulatory and Legal Services</p>

10. MATERIALITY AND SIGNIFICANCE FRAMEWORK

Treasury Regulations requires that a materiality and significance framework be incorporated in the Strategic Plan of an entity. Information is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial statements. Materiality depends on the size of the item or error judged in the particular circumstances of its omission or misstatement.

Significant is defined as “extensive or important enough to merit attention” of the Minister of Finance.

10.1. MATERIALITY

QUANTITATIVE MATERIALITY

The quantitative materiality for the Cross Border Road Transport Agency (C-BRTA) has been assessed as a percentage of the permit revenue for a financial year as the operations of the Agency are primarily funded from permit tariffs.

The approved materiality amount is R2 million.

QUALITATIVE MATERIALITY

Materiality is not merely related to the size of the entity and/or elements of the financial statements. The following qualitative factors are also considered:

- Level of exposure to public interest and scrutiny;
- Level of compliance to applicable legislation;
- Unusual transactions entered into that are not of a repetitive nature and are disclosed purely due to the nature thereof (due to knowledge thereof affecting the decision making of the user of the financial statements);
- Transactions entered into that could result in a reputation risk for the entity;
- The impact of political decisions on the entity; and
- Any fraudulent or dishonest behaviour, regardless on the monetary value, of an employee of the entity.

10.2. SIGNIFICANCE

The following transactions are seen as significant:

STRATEGIC SIGNIFICANCE FACTORS	QUANTITATIVE	QUALITATIVE
– Establishment or participation in the establishment of a company.	Any amount	<ul style="list-style-type: none"> • Any transaction or event that relates to the establishment or participation in the establishment of a company.
– Participation in a significant partnership, trust, unincorporated joint venture or similar arrangement.	Any amount	<ul style="list-style-type: none"> • Any transaction that may affect the core purpose or mandate of the Agency.
– Acquisition or disposal of a significant shareholding in a company.	Any amount	<ul style="list-style-type: none"> • Any transaction that relates to the acquisition of a shareholding in a company or disposal of a previous approved shareholding in a company.
– Acquisition or disposal of a significant asset.	Any amount exceeding R10 million	<ul style="list-style-type: none"> • Any asset acquired for other purposes other than to delivery on the core purpose or mandate of the C-BRTA.
– Commencement or cessation of a significant business activity.	Any amount	<ul style="list-style-type: none"> • Any transaction or event that may affect the core purpose or mandate of the Agency.
– A Significant change in the nature or extent of its interest in a significant partnership, trust, unincorporated joint venture or similar arrangement	Any amount	<ul style="list-style-type: none"> • Any transaction that may affect the core purpose or mandate of the Agency

The overall significance amount is calculated as a percentage of gross expenditure and amount to R10 million.

PART C: LINKS TO OTHER PLANS

11. LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

Overview of MTEF Expenditure Estimates per economic classification

	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

	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

	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

PRIVATE PUBLIC PARTNERSHIPS

The Agency is not involved in any private public partnerships.



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