

# Annual Performance Plan



2019-20





# Table of Contents

<b>LIST OF ACRONYMS &amp; ABBREVIATIONS .....</b>	<b>1</b>
<b>FOREWORD BY THE EXECUTIVE AUTHORITY .....</b>	<b>2</b>
<b>FOREWORD BY THE ACCOUNTING AUTHORITY .....</b>	<b>4</b>
<b>OFFICIAL SIGN-OFF .....</b>	<b>6</b>
<b>PART A: STRATEGIC OVERVIEW.....</b>	<b>7</b>
<b>1. SITUATIONAL ANALYSIS.....</b>	<b>7</b>
1.1 Background .....	7
1.2 Socio-Economic Environment.....	8
1.3 Regional environment.....	8
1.4 Performance environment.....	10
1.5 Organisational environment .....	10
<b>2. REVISIONS TO LEGISLATIVE AND OTHER MANDATES .....</b>	<b>12</b>
2.1. Pending Court Cases.....	12
2.2. Revision to C-BRTAs legislation and other mandates .....	12
<b>3. OVERVIEW OF 2019 BUDGET AND MTEF ESTIMATES .....</b>	<b>13</b>
<b>4. LINKS BETWEEN THE C-BRTAS MANDATE AND STRATEGIC OBJECTIVES .....</b>	<b>15</b>

PART B: PROGRAMS.....	16
<b>5. PROGRAMME AND SUB-PROGRAMME PLANS .....</b>	<b>16</b>
5.1 PROGRAMME 1: ADMINISTRATION .....	16
5.2 PROGRAMME 2: REGULATORY SERVICES .....	18
5.3 PROGRAMME 3: PROFILING SERVICES .....	22
5.4 PROGRAMME 4: STAKEHOLDER MANAGEMENT.....	24
5.5 PROGRAMME 5: RESEARCH AND ADVISORY SERVICES .....	26
PART C: ANNEXURES.....	28
<b>6. ANNEXURE A: CHANGES TO THE 2015-2020 STRATEGIC PLAN .....</b>	<b>28</b>
<b>7. ANNEXURE B: TECHNICAL INDICATORS.....</b>	<b>32</b>
7.1 PROGRAMME 1: ADMINISTRATION .....	32
7.2 PROGRAMME 2: REGULATORY SERVICES .....	34
7.3 PROGRAMME 3: PROFILING SERVICES .....	36
7.4 PROGRAMME 4: STAKEHOLDER MANAGEMENT.....	38
INDICATOR NO: 4.1 .....	38
7.5 PROGRAMME 5: RESEARCH AND ADVISORY SERVICES .....	40

## LIST OF ACRONYMS & ABBREVIATIONS

ACRONYM	MEANING
APP	Annual Performance Plan
ASCBOR	Annual State of Cross-Border Operations Report
BMA	Border Management Agency
CBM	Collaborative Border Manager
C-BRTA	Cross-Border Road Transport Agency
COMESA	Common Market for Eastern and Southern Africa
COTO	Committee of Transport Officials
DoT	Department of Transport
EAC	East African Community
EXCO	Executive Committee
ICT	Information Communication Technology
IPDP	Industry Partnership Development Plan
LAP	Linking Africa Plan
MAR	Market Access Regulation
MTEF	Medium Term Expenditure Framework
MinMEC	Ministers and Members of Executive Councils Meeting
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NSC	North-South Corridor
OCAS	Operator Compliance Accreditation Scheme
PESTEL	Political; Environment; Social; Technology; Economic; Legal/Legislative
PICI	Presidential Infrastructure Championing Initiative
PPDF	Project Preparation Development Facility
PPP	Public, Private Partnerships
REC	Regional Economic Communities
RIDMP	Regional Infrastructure Development Master Plan
SACU	Southern African Customs Union
SADC	Southern African Development Community
ToR	Terms of Reference

## FOREWORD BY THE EXECUTIVE AUTHORITY

Countries and regions with efficient transport systems are often associated with economic efficiencies, high trade volumes and sustainable socio-economic development. As such, through the C-BRTA and other stakeholders in the cross-border value chain, it is envisaged that South Africa will continue to improve trade with countries in the region owing to an improved cross-border road transport system and various regional agreements that the country concluded with regional counterparts including the SADC Protocol on Transport, Communications and Meteorology, the Trans Kalahari Corridor MoU on Road Transportation and the Tripartite Free Trade Agreement, amongst others.

The C-BRTA has gone through a number of transformative stages as it evolved over the past twenty years, which has seen the Agency being transformed into a value adding resource of Government and the industry at large; capable of driving its mandate and ensuring that cross-border road transport plays its strategic role towards delivery of Government programmes and policies including the National Development Plan Vision 2030, the White Paper on National Transport Policy, National Road Freight Strategy and the National Road Safety Strategy amongst others.

In the year ahead, the Agency shall continue to actively engage with and participate in various strategic platforms towards addressing challenges and Non-Tariff Barriers affecting the cross-border road transport industry (including delays and long transit times in corridors and at border posts, and the high cost of doing business) and enhancing harmonisation. The C-BRTA shall continue to drive implementation of key programmes such as the Operator Compliance Accreditation Scheme, Levying of Cross-Border Charges, Linking Africa Plan and the Cross-Border Flow Calculator amongst others, which are aimed to improve and enhance regulatory efficiency, harmonisation and liberalisation of the regulatory framework for cross-border road transport, reduce transit times and the cost of doing business whilst creating predictability in the cross-border value chain for all stakeholders. It is envisaged that these programmes will contribute

A well-regulated cross-border road transport sector will ensure that the country and region is able to move goods at faster rate, which will bring economic benefits, attract investment, and enhance the reliability and predictability of the cross-border value chain.

towards delivery of Government policy objectives particularly towards increasing trade by road transport between the country and neighbouring countries, enhancing socio-economic development and regional integration.

Since transport is the heartbeat of the economy, it is imperative that the C-BRTA, in collaboration with other stakeholders in the transport sector ensure regulatory efficiency in order to enable optimal cross-border road transport system performance and efficiency. A well-regulated cross-border road transport sector will ensure that the country and region is able to move goods at faster rate, which will bring economic benefits, attract investment, and enhance the reliability and predictability of the cross-border value chain.

The Government shall continue to support the implementation of regional programmes that have direct benefits to the public and the country at large. The C-BRTA shall, working on partnership with the Department of Transport, continue to respond to emerging developments in the region, in order to ensure that regional programmes such as the Tripartite Transport Transit Facilitation Programme are rolled out in a coordinated approach to achieve maximum benefits with minimum negative impacts on the cross-border road transport sector and are aligned to the regional road transport policy framework.

Towards effective delivery of its mandate, the C-BRTA shall continue to collaborate with strategic stakeholders, build relationships and participate in various fora in the country and the region through whom and which the Agency will deliver some of its programmes and drive its mandate.

I task the C-BRTA to continue delivering on its mandate fully, and challenge management and staff to commit towards ensuring that the Agency continues to play its important role towards achievement of various Government policies' and objectives.



**Dr BE Nzimande, MP**  
**Minister of Transport**  
**Executive Authority**  
**Cross-Border Road Transport Agency**



## FOREWORD BY THE ACCOUNTING AUTHORITY

We plan for the next financial year as we continue to celebrate the twenty-year anniversary of the C-BRTA which was established in 1998 to champion the seamless flow of cross-border road freight and passenger transport between South Africa and other countries in the region, and eradicate constraints faced by cross-order road transport operators. It is a time to reflect on the journey of the Agency since its establishment. A close look at the first decade of the C-BRTA's existence shows that due to a number of challenges the Agency solely focused on permit issuance and law enforcement as its core functions without paying much attention to provision of value-adding initiatives such as active participation in platforms where cross-border challenges, policies and strategies and interventions were discussed, designed and addressed.

In the second decade, the Agency transformed in- to a value-adding, operator focused Agency with relevant strategic approaches. Today the Agency celebrates its twenty years of existence being fully involved on matters affecting the cross-border road transport industry and participates in various fora with a view of resolving cross border challenges and positively impacting the industry. For 2019/20, the Agency shall channel its energy in enhancing service delivery through three key pillars, which are strategic positioning, financial sustainability and regulatory reforms.

The Vision of the Agency necessitates that it strategically positions itself through vibrant stakeholder relations. It's with that understanding that the 2019/20 Annual Performance Plan continues to reinforce the Agency's contribution towards the delivery of the goals of key Government policies, strategies and programmes such as the National Development Plan with respect to enhanced regional integration and increased trade amongst African states, the White Paper On National Transport Policy, Roads Policy, NFLS, NRFS, NRSS, Corridor Development Strategy with respect to advancing harmonisation of regulatory systems and standards, quality regulation, enhancing road transport system efficiency, elimination of NTBs, reducing cost of doing business and improving road safety amongst others, .

Since the Agency's recognition of the need for a vibrant stakeholder engagement, the "Linking Africa Plan (LAP)" was conceptualized as an initiative that is intended to reposition

the role of transport and trade as catalysts for transformation, diversification and growth of economies of African countries. The LAP, ensures that stakeholder engagement and management is a priority with an understanding that this will enable all stakeholders to work together to ensure efficient and effective cross border road transport services.

For the purpose of creating a platform for successful regulatory reforms and enhancing regulatory efficiency, the Agency remains committed to implementing Operator Compliance Accreditation Scheme (OCAS) which is an intelligent risk-based regulatory tool that consists of systems and standards that will be used for purposes of certification of cross-border operations. The Scheme is aligned to various domestic and regional programmes earmarked to improve regulation of cross-border road transport such as the implementation of ISO39001 RTSMS and the TTTFP/ MCBRTA programme. The Agency shall also sustain the implementation of Market Access Regulation (MAR), with a view to improve efficiencies in the regulation of passenger transport.

Its main focus will be rigorous monitoring of compliance by cross border operators to the cross border regulations. This will be made possible through compilation of section 39 reports, an analytic law enforcement report of offences committed by cross border operators. A monitoring tool will also be developed to reflect the level of compliance by operators. In its efforts to championing regional integration and reducing operational constraints such as delays and long transit times in corridors within the SADC region, in 2019/20, focus will be on piloting of the newly developed cross border flow calculator, full implementation of the MAR model as well as to continue with the development of OCAS. Application of these tools and the scheme will afford the Agency efficiency and effectiveness in service delivery.

The Agency shall continue providing strategic advice to key stakeholders in the cross-border value chain with a view to inform decision making towards creating policy, strategic and legislative frameworks that seek to enhance regulatory efficiency, transport system performance, reduce operational constraints including NTBs that culminate in delays, long transit times and a high cost of doing business.



Among these is the compilation of the Annual State of Cross-Border Operations Report (ASCBOR) focusing on the assessment of cross border operations in the East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA) and Southern African Development Community (SADC) regions. This is instrumental in providing advice to the Minister and other key stakeholders on developments in the cross border corridors and at the border posts. The Agency will continue to develop country profiles to add to those of Malawi, Kingdom of Lesotho, Zimbabwe, Mozambique, Swaziland and Botswana. The country profile reports covers key requirements for undertaking cross-border road transportation in respective countries and critical factors that influence the cross-border road transport industry. The reports outline the state of cross-border trade and transport industry, traffic volumes, cross-border regulatory environment, economic developments and opportunities and developments that may affect cross-border road transport operations as well as new entrants to the industry including Small-Micro-Medium-Enterprises (SMMEs).

In light of its current financial state of “technical insolvency” resulting from the Constitutional Court judgement in 2015 that necessitated that operators be refunded of tariffs that were introduced in 2011, the Agency strives to attain financial sustainability. In 2019/20, there will be continued efforts on mechanisms that can be considered for the development of new revenue streams. A business case for the “sale of information” was developed in 2018/19 and the implementation of recommendations outlined in the business case will take-off in 2019/20. In line with that, the Agency will continue to engage the relevant stakeholders for purpose of following up on implementation of cross border charges as an alternative revenue stream. The business case on the levying of cross border charges was finalized in 2019/20 and has since been under-going an approval processes in the Department of Transport.



**Mr M. Ramathe**  
Chairperson of the Board




## OFFICIAL SIGN-OFF

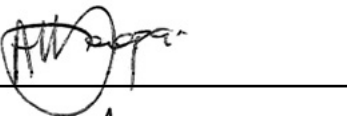
It is hereby certified that this Annual Performance Plan was developed by the Accounting Authority with input received from the Executive Management of the Cross-Border Road Transport Agency.

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 2019 – 2020 year.

**Ms R.I Singo**  
Chief Financial Officer

Signature: 

**Mr A.N Maepa**  
Head Official responsible for Planning

Signature: 

**Mr S. Khumalo**  
Chief Executive Officer

Signature: 

**Mr M. Ramathe**  
Chairperson, Accounting Authority

Signature: 

APPROVED BY:

**Dr BE Nzimande, MP**  
Minister of Transport  
Executive Authority, C-BRTA

Signature: 

# PART A: STRATEGIC OVERVIEW

## 1. SITUATIONAL ANALYSIS

### 1.1 BACKGROUND

The mid-term review that was conducted in 2016/17 steered focus of the Agency towards the development and strengthening of stakeholder relations. This approach was adopted with an understanding that it will uncover Africa's trade potential which is currently suffocated by various impediments that may improve through vibrant partnerships, hence the theme "Linking Africa". In line with that, a plan was developed to ensure successful implementation and realisation of desired outcomes. The "Linking Africa Plan (LAP)" is an initiative for repositioning the role of transport and trade as twin partners that can be catalysts for enabling African countries to transform and diversify their economies by providing them with an incentive for industrialisation through peer influence.

It has been twenty years since its establishment in 1998 yet the Agency was seen to be failing to meet some of its objectives that led to its establishment. For the first twelve years, the Agency was perceived as not being visible at most platforms where cross-border transport challenges were discussed, not present at border posts, hence failed to make an impact on cross-border transportation needs and the country's transport and trade facilitation imperatives. As a result, the Agency could not meet stakeholders' expectations in relation to making contributions to transportation and trade, thus having no impact on economic development.

The recently reviewed operator-centric strategy boosted the level of consideration for operator interests and that is evident in the nature of key performance areas identified and outcomes thereof. The newly adopted Linking-Africa strategy is meant to fuel the approach by stretching facilitation and enhancement of cross-border transportation across Africa. The Approach is pivotal to addressing key challenges and delivering on the mandate of the Agency as clearly outlined in the C-BRT Act as:

- To improve unimpeded flow by road of freight and passenger in the region;
- To liberalize market access in respect of cross border freight road transport;
- To introduce regulated competition in respect of cross-border passenger road transport;
- To reduce operational constraints for cross border road transport;
- To enhance and strengthen the capacity of the public sector;
- To empower the cross border industry to maximise business opportunities and to regulate themselves incrementally to improve safety, security, reliability, quality and efficiency of services.

The Linking Africa strategy was conceived with the understanding that transport thrives on vibrant networks and well-collaborated implementation of critical goals. Transportation as a key economic driver is currently seen to be an impediment in Africa's development due to poor infrastructure, as it accounts for a large proportion of infrastructure investment in most sub-Saharan countries, it is deemed critical to give focus to building of relations with all role players in infrastructure development. Existing challenges range from disjointed planning and policy setting at regional level to inefficient transport regulations, lack of intermodal integration, insufficient and poorly maintained road infrastructure which results in poor regional connectivity and poorly designed border posts that hinder the seamless movement of traffic across national boundaries. The

impact of border post impediments on intra-regional trade flows can never be over-stated; they materialise in delays for cross-border road transport operators which result in inefficiency of cross-border road transport operations. These inefficiencies are the main reasons for low level intra-African trade. Since infrastructure limitations exist along the corridors and at the borders, stakeholder networks will be spread across various spheres to ascertain the much needed interventions.

The 2019/20 APP is developed within the context of enhancing transportation and trade within SADC and across Africa as a whole. Road transport is a dominant mode of transport that carries over 80% of regional traffic in SADC. Despite the strategic importance of the road transport sector, the quality of road networks in the region still lags far behind much of the rest of the world and is in a serious need of improvement. Given the complexity of the environment in which the Agency operates, the most powerful instrument for achieving value for the cross-border operators is through peer influence, which makes collaboration between stakeholders an imperative approach. In order to broaden the Agency's collaboration efforts within the border and corridor environment space, the new initiative, "Linking Africa Plan (LAP)" was conceived.

## **1.2 SOCIO-ECONOMIC ENVIRONMENT**

South Africa's economy shrank from a quarter earlier in annualized terms at the outset of the year, highlighting the economic hurdles the country is facing. Weaker mining and manufacturing output, along with a sharp decline in agricultural output, contributed to the slowdown—the sharpest contraction since the depths of the financial crisis. As it stands, confidence remains high, but both consumers and firms are facing headwinds: Inflation rose in April on the recent VAT hike, while the emerging-market selloff has bruised the rand and is set to swell the cost of imports. Meanwhile, manufacturing has been shaky in recent months and business conditions stagnated in May as output suffered from product shortages.

South Africa, escaped a third junk rating as Moody's Investors Service kept its assessment of the nation's debt unchanged, citing more transparent and predictable policies. Moody's maintained the nation's local- and foreign-currency assessments at Baa3, this affirmation keeps South Africa on the same level as that of Indonesia and Romania.

## **1.3 REGIONAL ENVIRONMENT**

C-BRTA's strategic focus stretches beyond the SADC region, therefore the Linking-Africa approach necessitates that trade and transportation be stretched across Africa rather than being confined within the SADC region. Although the importance of natural resources and primary commodities are downplayed, they are the major drivers of economic growth in Africa. Despite the fact that their importance seems to be declining, they are still in demand and consumption demand as a domestic factor plays an increasing role in maintaining the resilience of African economies. Domestic demand is driven by Africa's growing population and it represents a major catalyst for African entrepreneurship and the contribution of entrepreneurs to industrialisation. In this context, transportation becomes vital as there can be no industrialisation without transportation of raw material or resources.

Table 1:

## FACTORS AFFECTING THE OPERATING ENVIRONMENT

POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL	ENVIRONMENTAL	REGULATORY & LEGAL
<p>There are political matters that hinder progress in implementation of initiatives that would result in the desired impact within the cross-border transport space. This includes but not limited to:</p> <ul style="list-style-type: none"> <li>• Varying levels of commitment in implementing the SADC Protocol on Transport, Communications and Meteorology amongst member states,</li> <li>• Lack of cooperation within SADC member states in implementing the SADC Regional Infrastructure Development Master Plan (RIDMP),</li> <li>• Overlapping of memberships to Regional Economic Communities (RECs) by member countries causes 'confusion in recommendations to member states of the RECs as there are conflicting processes and regulatory measures,</li> <li>• SACU MoU on Road Transportation encourages conflict between Lesotho and South Africa,</li> <li>• Slow movement on the implementation of a free trade area (FTA),</li> <li>• Slow movement on the implementation of the Multilateral Cross-Border Road Transport Agreement.</li> </ul>	<ul style="list-style-type: none"> <li>• The impact of cross-border transportation on the economy is unquestionable. Whilst Africa highly depends on improved transport infrastructure for accelerated economic growth, it faces challenges in relation to:-</li> <li>• Delays along SADC transport corridors and at border posts,</li> <li>• Road accidents continue to cost the region huge amounts of money,</li> <li>• Lack of funding for transport related projects,</li> <li>• Lack of road network continuity: Connectivity is compromised in areas where there are missing road links. This problem is particularly severe in Angola, Tanzania and the Democratic Republic of the Congo (DRC),</li> <li>• Poor conditions of roads and other infrastructure,</li> <li>• Inadequate border posts design,</li> <li>• Uncoordinated operating hours of the border posts along corridors,</li> <li>• Lack of formal parking facilities,</li> <li>• Low service levels among most rail utilities.</li> </ul>	<p>Social factors and their possible impact cannot be under-estimated in gearing for improvement in transportation and trade. Factors to be considered in planning includes but not limited to:</p> <ul style="list-style-type: none"> <li>• Non-existence of health facilities for drivers,</li> <li>• Lack of facilities for drivers in the form of washrooms,</li> <li>• Lack of boarding facilities for drivers and telephone services,</li> <li>• Industrial action threatening life of drivers,</li> <li>• The social impact on the road accidents claiming lives in the region.</li> </ul>	<p>Improved trade and transportation infrastructure that can make a significant impact on economic growth goes with improved and high-level ICT. As discussions on cross-border transportation improvements take place, there is a glaring reality that the following should be considered and dealt with:</p> <ul style="list-style-type: none"> <li>• Out-dated ICT systems or lack of the right ICT systems impedes the exchange of information by and between regulatory and law enforcement authorities,</li> <li>• No centralised cross border road transport database in the SADC region,</li> <li>• ICT systems not interoperable (systems that do not talk to each other leading to lack of coordination and delays).</li> </ul>	<p>Road transport is already known as one of the greatest causes of harm to the environment through gas emissions. However, transportation impacts on the environment in a number of ways and planning should ideally take such into consideration the following aspects:</p> <ul style="list-style-type: none"> <li>• Congestion and overcrowding resulting in environmental damage,</li> <li>• Absence of sanitation facilities for cross-border truck drivers is a concern for the environment,</li> <li>• Damage on the environment due to lack of proper parking facilities.</li> </ul>	<p>Whilst there are a number of factors that are highly impacted by the regulatory and legal environment before they can change to enable achievement of the desired state:</p> <ul style="list-style-type: none"> <li>• No dedicated regulated cross border ranking facilities,</li> <li>• Inefficient Regulatory System in the SADC region,</li> <li>• Fragmented Regulatory Regime: Each member state has its own regulatory mechanism that determines market access and operating requirements which must be adhered to by cross-border road transport operators,</li> <li>• Lack or no centralised corridor management entities in the SADC corridors e.g. North-South Corridor,</li> <li>• High level of corruption and bribery,</li> <li>• General lack of skilled personnel serving at border posts and a lack of management and governance skills,</li> <li>• Inconsistent road user and cross-border charges in the SADC region,</li> <li>• Lack or no regulated truck stops along SADC corridors,</li> <li>• Lack of harmonised standards in the SADC region e.g. calibration of weighbridges</li> </ul>

## **1.4 PERFORMANCE DELIVERY ENVIRONMENT**

The Agency delivers its mandate within a changing environment dictated by market forces and regulatory environment. As a Regulator with a primary function of issuing cross-border permits, the Agency had until the 31st March 2017 had a law enforcement function focusing on enforcing compliance with the Cross-Border Road Transport Act and conditions of issued permits. In April 2017, the law enforcement function was migrated to the Road Traffic Management Corporation (RTMC) to be under the control and command of the National Traffic Police (NTP).

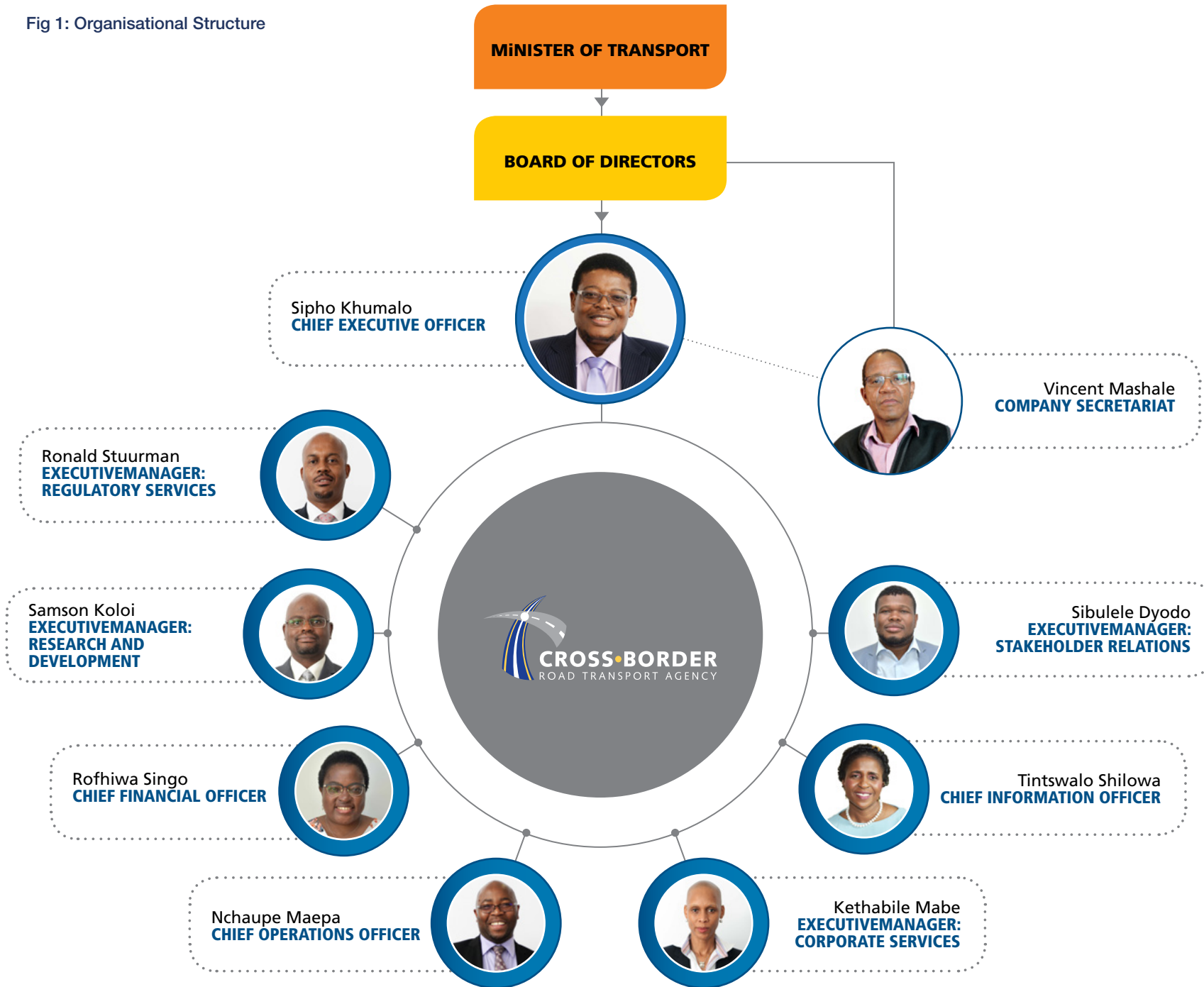
As a result of the migration of the law enforcement function that complemented the regulatory function, the Agency might face a risk of increased illegal operations, including some operators conducting commercial cross-border operations without valid cross-border permits. The Agency in considering the risk identified, it has enhanced its focus on the Profiling function which will provide intelligence that will assist in focused deployments of law enforcement by the NTP. The developments in the region and the need for enhanced harmonization of transport systems and processes in the region requires the Agency to enhance its stakeholder collaboration efforts with a view to facilitating unimpeded flow of goods and people.

## **1.5 ORGANISATIONAL ENVIRONMENT**

The C-BRTA will continue to improve its overall performance and spearhead social and economic development within the SADC region through facilitating unimpeded cross-border road transport movements. The migration of its law enforcement function resulted in the Agency having to review its structure and re-organized itself. The role of the Profiling unit is now positioned within the Research and Development and is being enhanced to provide intelligence to the road transport inspectorate and to collaborate with the RTMC and other law enforcement agencies to ensure that the cross-border law enforcement mandate is carried out.

The role of stakeholder management is also being enhanced to ensure coordinated stakeholder collaboration efforts on areas of harmonization and information sharing while responding to the daily needs of cross-border operators.

Fig 1: Organisational Structure



## 2. REVISIONS TO LEGISLATIVE MANDATE

### 2.1 PENDING COURT CASES

There is currently a pending court case that might have significant financial implications for road transportation in relation to cross border tariffs that were promulgated on the 6<sup>th</sup> of May 2014 (“2014 Regulations”). The applicant contends that the 2014 Regulations are inconsistent with the Constitution and invalid, and therefore filed a review application on the Agency on 1 September 2014 seeking an order in the following:

- Reviewing and setting aside the 2014 Regulations promulgated on 6 May 2014;
- Declaring the 2014 Regulations to be inconsistent with the Constitution and invalid; and
- Ordering the respondents to pay the costs of the application.

There are currently no relevant court rulings.

### 2.2 REVISION TO C-BRTA’S LEGISLATION AND OTHER MANDATES

There have been no significant changes to the Agency’s legislative and other mandates.



We Achieve Set Goals and  
Objectives with Desired Outcome



### 3. OVERVIEW OF 2019 BUDGET AND MTEF ESTIMATES

#### 3.1 REVENUE ESTIMATES

	ACTUAL OUTCOMES			CURRENT	MEDIUM TERM ESTIMATES		
	ACTUAL	ACTUAL	ACTUAL		BUDGET	BUDGET	BUDGET
	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20	31-MAR-21	31-MAR-22
	Audited	Audited	Audited	Projected	Budget	Budget	Budget
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Permit Income	190,868	196,305	213,600	193,797	192,829	214,425	226,433
,Interest	6,572	6,685	4,561	4,549	5,386	5,125	5,289
Other Income	2 141	7 954	3 248	38	38	42	44
Fines, Penalty	31 935	28 713	29,974	31,512	31,512	31,512	31,512
<b>Total Revenue</b>	<b>231,516</b>	<b>239,658</b>	<b>251,382</b>	<b>229,897</b>	<b>229,765</b>	<b>251,104</b>	<b>263,279</b>
Surplus/(Deficit)	35,342	40,731	55,103	14,187	3,987	8,187	1,053

#### 3.2 EXPENDITURE ESTIMATES

	ACTUAL OUTCOMES			CURRENT	MEDIUM TERM ESTIMATES		
	ACTUAL	ACTUAL	ACTUAL		BUDGET	BUDGET	BUDGET
	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20	31-MAR-21	31-MAR-22
	Audited	Audited	Audited	Projected	Budget	Budget	Budget
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>Operating Expenditure</b>	<b>196,174</b>	<b>198,926</b>	<b>196,280</b>	<b>215,710</b>	<b>225,778</b>	<b>242,917</b>	<b>262,226</b>
Administation Fees	-	-	29,974	31,512	31,512	31,512	31,512
Compensation of employees	139,166	142,703	110,892	125,999	141,701	153,746	166,815
Goods and services	54,200	53,674	52,464	55,170	48,897	51,635	54,526
Depreciation and Amortisation	2,808	2,549	2,950	3,029	3,667	6,024	9,373
<b>Capital Expenditure</b>	<b>1,265</b>	<b>1,469</b>	<b>5,235</b>	<b>5,250</b>	<b>13,300</b>	<b>10,100</b>	<b>11,100</b>
PPE	1,119	1,379	3,917	1,500	4,700	2,000	2,000
Intangible Assets	146	89	1,319	3,750	8,600	8,100	9,100
<b>Total Expenditure</b>	<b>197,439</b>	<b>200,395</b>	<b>201,515</b>	<b>220,960</b>	<b>239,078</b>	<b>253,017</b>	<b>273,326</b>

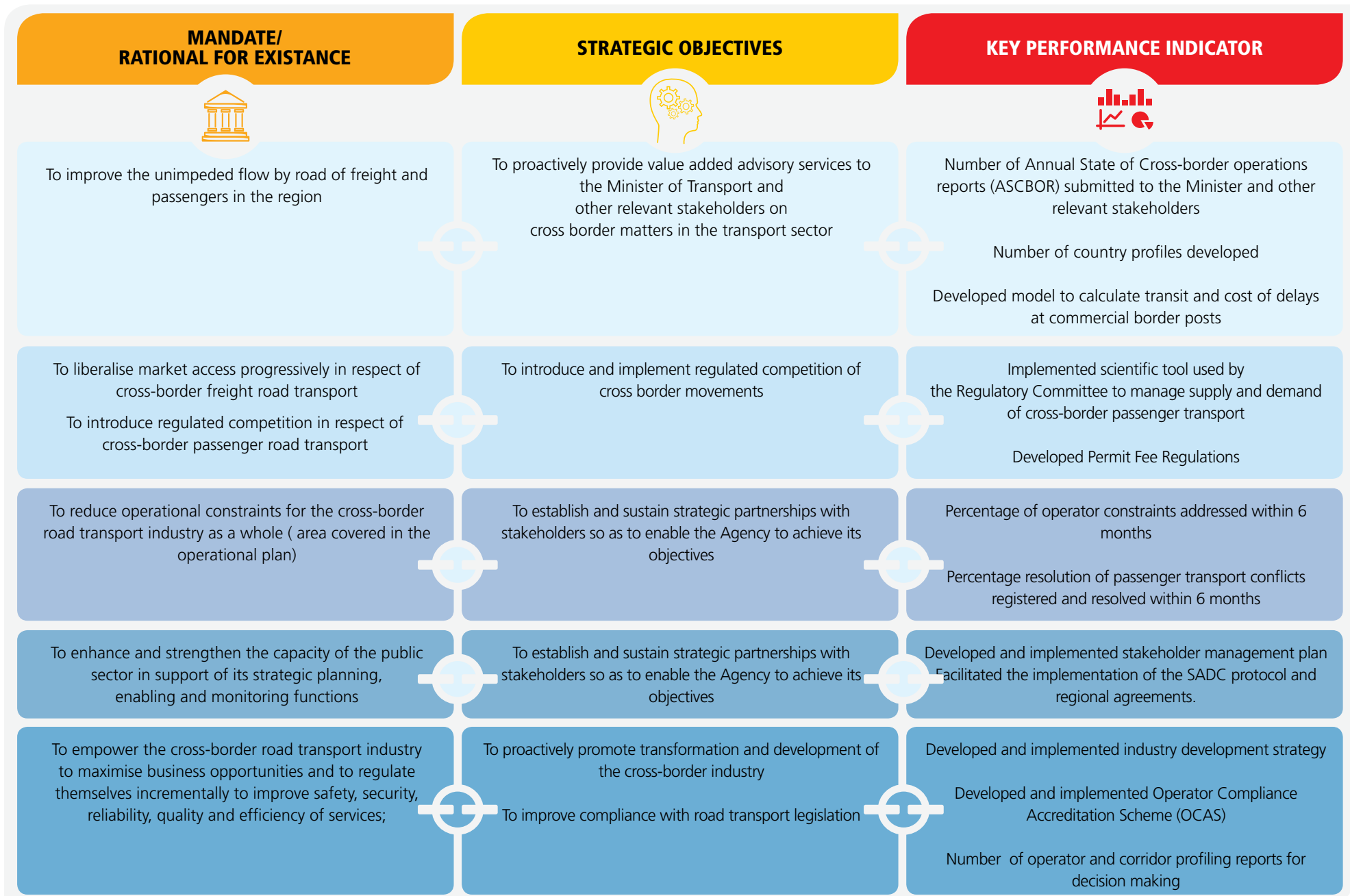
### 3.3 OPERATIONAL EXPENDITURE PER PROGRAMME

	ACTUAL OUTCOMES			CURRENT	MEDIUM TERM ESTIMATES		
	ACTUAL	ACTUAL	ACTUAL		BUDGET	BUDGET	BUDGET
	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20	31-MAR-21	31-MAR-22
	Audited	Audited	Audited	Projected	Budget	Budget	Budget
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Programme 1: Administration	78,527	88,472	112,847	124,187	127,455	139,146	152,557
Programme 2: Regulatory Services	25,452	16,307	16,086	18,871	22,685	24,566	26,605
Programme 3: Profiling Services	81,166	89,026	42,385	46,499	50,656	52,200	53,870
Programme 4: Stakeholder Management	-	-	12,744	13,297	15,662	16,935	18,311
Programme 5: Research and Development	11,029	5,120	12,217	12,855	9,320	10,070	10,883
<b>Total Expenditure</b>	<b>196,174</b>	<b>198,925</b>	<b>196,280</b>	<b>215,709</b>	<b>225,778</b>	<b>242,917</b>	<b>262,226</b>

### 3.4 STATEMENT OF FINANCIAL PERFORMANCE

	ACTUAL OUTCOMES			CURRENT	MEDIUM TERM ESTIMATES		
	ACTUAL	ACTUAL	ACTUAL		BUDGET	BUDGET	BUDGET
	31-MAR-16	31-MAR-17	31-MAR-18	31-MAR-19	31-MAR-20	31-MAR-21	31-MAR-22
	Audited	Audited	Audited	Projected	Budget	Budget	Budget
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Permit Income	190,868	196,305	213,600	193,797	192,829	214,425	226,433
Interest	6,572	6,685	4,561	4,549	5,386	5,125	5,289
Other Income	2,141	7,954	3,248	38	38	42	44
Fines, Penalty	31,935	28,713	29,974	31 512	31 512	31 512	31 512
<b>Total Revenue</b>	<b>231,516</b>	<b>239,658</b>	<b>251,382</b>	<b>229,897</b>	<b>229,765</b>	<b>251,104</b>	<b>263,279</b>
<b>CURRENT PAYMENTS</b>	<b>196,174</b>	<b>198,926</b>	<b>196,280</b>	<b>215,710</b>	<b>225,778</b>	<b>242,917</b>	<b>262,226</b>
Administation Fees	-	-	29,974	31,512	31,512	31,512	31,512
Compensation of Employees	139,166	142,703	110,892	125,999	141,701	153,746	166,815
Goods and Services	54,200	53,674	52,464	55,170	48,897	51,635	54,526
Depreciation and Amortisation	2,808	2,549	2,950	3,029	3,667	6,024	9,373
<b>Surplus/(Deficit)</b>	<b>35,342</b>	<b>40,731</b>	<b>55,103</b>	<b>14,187</b>	<b>3,987</b>	<b>8,187</b>	<b>1,053</b>

## 4 . LINKS BETWEEN THE C-BRTA'S MANDATE AND STRATEGIC OBJECTIVES



## PART B: PROGRAMMES

### 5. PROGRAMMES

#### 5.1 PROGRAMME 1: ADMINISTRATION

##### 5.1.1 PROGRAMME PURPOSE

The purpose of the Administration programme is to ensure effective leadership and administrative support to the C-BRTA on the delivery of set objectives. The core areas under Administration are reflected below:

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

##### 5.1.2 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATORS AND ANNUAL MTEF TARGETS FOR 2019-20

Annual MTEF targets for strategic objectives and key performance indicators for this programme are shown in the table below.

KPI NO.	STRATEGIC OBJECTIVE	PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1.	To ensure financial viability and sustainability of the C-BRTA	Developed and implemented new revenue streams	Conducted Feasibility study on proposed new revenue streams	Revised financial sustainability strategy Implemented cross-border user charges as a new revenue stream	Consultation and development of legislative proposal on cross border charges	Developed Business Case on the 'Sale of Information' revenue stream	Roll-out project plan for 'Sale of Information' revenue stream	Roll-out project plan for 'Sale of Information' revenue stream	Roll-out project plan for 'Sale of Information' revenue stream
2.	To improve efficiencies in business operations	Developed and implemented new cross border management system	-	Developed and Piloted new permit system at Head Office	Developed Enterprise Architecture for cross border management system	Implemented prioritised interventions as per the approved EA (Enterprise Architecture) Roadmap	Implemented prioritised interventions as per the approved EA Roadmap	Enhanced cross border management system	Enhanced cross border management system
3.	To introduce and implement regulated competition and cross-border movements	Developed Permit Fee Regulations	-	-	Amended Draft Permit Fee Regulations	Submitted Draft Permit Fee Regulations to DoT	Submitted Draft Permit Fee Regulations to DoT	Submitted Draft Permit Fee Regulations to DoT	Submitted Draft Permit Fee Regulations to DoT

### 5.1.3 QUARTERLY PERFORMANCE TARGETS FOR 2019-20

KPI NO.	PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
				2019/20	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	Developed and implemented new revenue stream	Quarterly	Developed Business Case on the 'Sale of Information' revenue stream	Roll-out project plan for 'Sale of Information' revenue stream	Implementation as per approved plan	Implementation as per approved plan	Implementation as per approved plan	Rolled-out project plan for the financial year
2.	Developed and implemented a new cross border management system	Quarterly	Implemented prioritised interventions as per the approved EA plan	Implemented prioritised interventions as per the approved EA plan	EXCO Approved Business Requirements for new iCBMS <sup>1</sup>	System Solution Designed	Permit issuing functionality developed (front-office <sup>2</sup> and online)	Pilot Permit issuing functionality (front-office and online)
3.	Developed Permit Fee Regulations	Quarterly	Submitted Draft Permit Fee Regulations to DoT	Submitted Draft Permit Fee Regulations to DoT	EXCO approved revised permit fee schedule	Board approved Draft permit fee tariff regulations submitted to DoT	No target has been set for this quarter as the C-BRTA process is finalised after submission to DoT	No target has been set for this quarter as the C-BRTA process is finalised after submission to DoT

<sup>1</sup> iCBMS refers to the Integrated Cross Border Management System

<sup>2</sup> Front Office refers to walk-in clients at the area of service

### 5.1.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimate: Administration

PERFORMANCE TARGETS	EXPENDITURE OUTCOME			FORECAST	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Roll-out project plan for 'Sale of Information' revenue stream	32,281	31,808	19,511	17,488	18,522	19,890	21,364
Implemented prioritised interventions as per the approved EA Roadmap	10,754	15,255	12,515	17,361	18,522	19,812	21,194
Submitted Draft Permit Fee Regulations to DoT	35,492	40,013	29,312	34,010	35,596	38,098	40,784



We are Innovative and  
Passionate about Performance

## 5.2 PROGRAMME 2: REGULATORY SERVICES

### 5.2.1 PROGRAMME PURPOSE

The Regulatory Services function is responsible for regulating access to the cross-border road transport market (freight and passengers) through a permit administration regime. The function is geared towards promotion of socio-economic development and regional integration through compliance to the Agency's legislative and other related regulations, as well as the provision of the bi-lateral and multi-lateral road transport agreements.

### 5.2.2 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATORS AND ANNUAL MTEF FOR 2019/20

Annual MTEF targets for strategic objectives and key performance indicators for this programme are shown in the table below.

KPI NO.	STRATEGIC OBJECTIVE	PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1.	To introduce and implement regulated competition of cross-border movements	Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross-border passenger transport	Piloted and implemented scientific tool on 3 main corridor	Impact assessment on the three (3) main corridors  Refinement of the scientific tool	Fully implemented scientific tool	Post implementation assessment	Developed 4 quarterly MAR implementation reports	Implementation of MAR scientific tool.	Implementation of MAR scientific tool.
2.	To improve compliance with road transport legislation	Developed and Implemented Operator Compliance Accreditation Scheme (OCAS)	Consultation with key stakeholders  EXCO Approved Revised Feasibility Report  EXCO Approved revised OCAS ICT Terms of Reference for appointment of system developer	National Feasibility Assessment	Board approved Draft legislation	EXCO approved OCAS Implementation manual	OCAS Registration Platform Developed	Full Implementation of OCAS	Full Implementation of OCAS

KPI NO.	STRATEGIC OBJECTIVE	PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
3.	To improve efficiencies in business operations	Percentage of temporary permits issued within pre-determined turnaround times	90% Issued front office permits within 1 day 90% Issued back office permits within 3 days	-	90% of compliant applications for temporary permits processed and permits issued in front office within 1 day 90% of compliant applications for temporary permits processed and permits issued in back office within 2 days	90% of compliant applications for temporary permits processed and issued in front office within 8 hours 90% of compliant applications for temporary permits processed and issued in back office within 1 day	95% of compliant applications for temporary permits processed and issued in front office within 8 working hours 95% of compliant applications for temporary permits processed and issued in back office within 1 day	98% of compliant applications for temporary permits processed and issued in front office within 8 working hours 98% of compliant applications for temporary permits processed and issued in back office within 1 day	98% of compliant applications for temporary permits processed and issued in front office within 8 working hours 98% of compliant applications for temporary permits processed and issued in back office within 1 day



We are Dependable, Trustworthy and Value Our Customers

### 5.2.3 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019 - 2020

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

KPI NO.	PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
				2019/20	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross-border passenger transport	Quarterly	Post implementation assessment	Developed 4 quarterly MAR implementation reports	EXCO noted updated Market Access Regulation tool(Model)  Quarterly MAR implementation report developed	Quarterly MAR implementation report developed	Quarterly MAR implementation report developed	Quarterly MAR implementation report developed
2.	Developed and Implemented Operator Compliance Accreditation Scheme (OCAS)	Quarterly	EXCO approved OCAS Implementation manual	OCAS Registration Platform developed	OCAS Manual Registration Platform designed	OCAS registration Model developed	Develop OCAS Manual Registration Platform	EXCO approved OCAS Manual Registration Platform
3.	Percentage of temporary permits issued within pre-determined turnaround times	Quarterly	90% of compliant applications for temporary permits processed and issued in front office within 8 hours  90% of compliant applications for temporary permits processed and issued in back office within 1 day	95% of compliant applications for temporary permits processed and issued in front office within 8 working hours  95% of compliant applications for temporary permits processed and issued in back office within 1 day	95% of compliant applications for temporary permits processed and issued in front office within 8 working hours  95% of compliant applications for temporary permits processed and issued in back office within 1 day	95% of compliant applications for temporary permits processed and issued in front office within 8 working hours  95% of compliant applications for temporary permits processed and issued in back office within 1 day	95% of compliant applications for temporary permits processed and issued in front office within 8 working hours  95% of compliant applications for temporary permits processed and issued in back office within 1 day	95% of compliant applications for temporary permits processed and issued in front office within 8 working hours  95% of compliant applications for temporary permits processed and issued in back office within 1 day



#### 5.2.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Regulatory Services

PERFORMANCE TARGETS	EXPENDITURE OUTCOME			FORECAST	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Implementation of Market Access Regulation (MAR) scientific tool (Model)							
OCAS Registration Platform Developed							
95% of compliant applications for temporary permits processed and permits issued in front office within 8 working hours	25,452	16,307	16,086	18,871	22,685	24, 66	26,605
95% of compliant applications for temporary permits processed and permits issued in back office within 1 day							



We are Open and Accountable in  
Our Interactions with Stakeholders

## 5.3 PROGRAMME 3: PROFILING SERVICES

### 5.3.1 PROGRAMME PURPOSE

This programme involves gathering of intelligence that is used for evidence based decision making and developing law enforcement standards benchmarks.

### 5.3.2 STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019 – 2020

Annual MTEF targets for strategic objectives and key performance indicators for this programme are shown in the table below.

KPI NO.	STRATEGIC OBJECTIVE	PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1.	To improve compliance with road transport legislation	Number of operator and corridor profiling reports	3 EXCO signed off quarterly reports on key findings from inspection and prosecutions	4 Law enforcement report (Section 39 (2))	4 Section 39 reports submitted to the Regulatory Committee for decision making	4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation to Regulatory Committee	4 Operator and Corridor Profiling Reports (Section 39) reports submitted to EXCO for recommendation to Regulatory Committee	4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation to Regulatory Committee	4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation to Regulatory Committee
2.	To improve compliance with road transport legislation	Implemented Law Enforcement Performance Monitoring Tool	-	-	-	-	Monitored law enforcement performance against targets	Monitored law enforcement performance against targets	Monitored law enforcement performance against targets



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

### 5.3.3 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019 - 2020

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

KPI NO.	PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
				2019/20	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation to Regulatory Committee	Quarterly	4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation to Regulatory Committee	4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation to Regulatory Committee	EXCO recommended Operator and Corridor Profiling (Section 39 period covered January - March) report	EXCO recommended Operator and Corridor Profiling (Section 39 period covered April - June) report	EXCO recommended Operator and Corridor Profiling (Section 39 period covered July - September) report	EXCO recommended Operator and Corridor Profiling (Section 39 period covered October - December) report
2.	Implemented Law Enforcement Performance Monitoring Tool	Quarterly	-	Monitored law enforcement performance against targets	EXCO noted progress report on law enforcement indicating performance against targets	EXCO noted progress report on law enforcement indicating performance against targets	EXCO noted progress report on law enforcement indicating performance against targets	EXCO noted progress report on law enforcement indicating performance against targets

### 5.3.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Profiling Services

PERFORMANCE TARGETS	EXPENDITURE OUTCOME			FORECAST	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
4 Operator and Corridor Profiling (Section 39) reports submitted to EXCO for recommendation to Regulatory Committee	81,166	89,026	42,385	46,499	50,656	52,200	53,870
Monitored law enforcement performance against targets							



We Lead the Way in  
cross-border road transport

## 5.4 PROGRAMME 4: STAKEHOLDER MANAGEMENT

### 5.4.1 PROGRAMME PURPOSE

The primary purpose of this strategic function is to collaborate and form relations with both primary and secondary stakeholders within the industry with a view of attaining the desired state of free-flowing transport of goods and passengers along the corridors. It further facilitates regional integration through a structured campaign that seeks to influence the African agenda for change. For the period under consideration, focus will mainly be on identification, analysis and building a model for strategic engagement prior to its implementation. This will therefore imply driving the development of a strategic engagement model that will inform the establishment of strategic and co-operative relationships with public, private institutions and with freight and passenger industry players within SADC.

The programme will therefore specifically focus on a broad spectrum of stakeholders both locally and in the continent.

### 5.4.2 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019-2020

Annual MTEF targets for strategic objectives and key performance indicators for this programme are shown in the table below.

KPI NO.	STRATEGIC OBJECTIVE	PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1.	To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives	Developed and implemented stakeholder management plan	-	-	Board approved Stakeholder Management Plan  Hosted O.R Tambo International Road Transport Indaba	Implemented Stakeholder Management Plan	Engaged Stakeholders in line with the Stakeholder Management Plan	Engaged Stakeholders in line with the Stakeholder Management Plan	Engaged Stakeholders in line with the Stakeholder Management Plan
2.	To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives	Facilitated the implementation of the SADC protocol and regional agreements	-	-	Workshopped SADC protocol and regional agreement	Monitored compliance by member states to the SADC Protocol and regional agreement	Monitored implementation of SADC protocol and regional agreements	Monitored implementation of SADC protocol and regional agreements	Monitored implementation of SADC protocol and regional agreements

### 5.4.3 QUARTERLY TARGETS FOR 2019-20

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

KPI NO.	PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	BASELINE	ANNUAL TARGET 2019/20	QUARTERLY TARGETS			
					1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	Developed and implemented stakeholder management plan	Quarterly	Implemented Stakeholder Management Plan	Engage Stakeholders <sup>3</sup> in line with the Stakeholder Management Plan	Stakeholder Engagement Report indicating level of achievement of the objectives as per stakeholder management plan	Stakeholder Engagement Report indicating level of achievement of the objectives as per stakeholder management plan	Stakeholder Engagement Report indicating level of achievement of the objectives as per stakeholder management plan	EXCO approved Impact assessment report
2.	Facilitated implementation of the SADC Protocol and regional agreements	Quarterly	Monitored compliance by member states to the SADC Protocol and regional agreements	Monitor implementation of the SADC protocol and regional agreements	Monitored implementation of the SADC protocol and regional agreements as per approved action plan	Monitored implementation of the SADC protocol and regional agreements as per approved action plan	Monitored implementation of the SADC protocol and regional agreements as per approved action plan	EXCO approved Implementation Assessment report

<sup>3</sup> Stakeholders are identified/listed in the Stakeholder Engagement Plan.

### 5.4.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Stakeholder Management

PERFORMANCE TARGETS	EXPENDITURE OUTCOME			FORECAST	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Engage Stakeholders in line with the Stakeholder Management Plan	-	-	12,744	13,297	15,662	16,935	18,311
Monitor implementation of SADC protocol and regional agreements	-	-	12,744	13,297	15,662	16,935	18,311



We Spearhead Socio-Economic Development in the SADC Region

## 5.5 PROGRAMME 5: RESEARCH AND ADVISORY SERVICES

### 5.5.1 PROGRAMME PURPOSE

The main purpose of this office is to provide strategic and operational support within the Agency through project management, research, business performance, monitoring and evaluation, strategic and stakeholder relations, customer services. 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.

### 5.5.2 STRATEGIC OBJECTIVE, PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019-2020

Annual MTEF targets for strategic objectives and key performance indicators for this programme are shown in the table below.

KPI NO.	STRATEGIC OBJECTIVE	PROGRAMME PERFORMANCE INDICATOR	AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM-TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
1.	To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross border matters in the transport sector	Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders	2 Annual State of Cross Border Operations (ASCBOR) report to the Minister	1 ASCBOR report to the Minister and other stakeholders	1 ASCBOR report to the Minister and other stakeholders	1 ASCBOR report to the Minister and other stakeholders	1 ASCBOR report to the Minister and other stakeholders	1 ASCBOR report to the Minister and other stakeholders	1 ASCBOR report to the Minister and other stakeholders
2.		Number country profiles developed	2 country (Zimbabwe and Mozambique) profile developed	2 country (Malawi and Lesotho) profiles developed	2 country (Swaziland and Botswana) profiles developed	2 country (Zambia and Namibia) profiles developed	2 country (DRC and Tanzania) profiles developed	1 country (Angola) profiles developed	1 country (Angola) profiles developed
3.		Developed model to calculate transit and cost of delays at commercial border posts	-	-	Cross-border Flow calculator Concept document	Piloted Cross-border Flow calculator model at 3 border post (Beitbridge, Lebombo and Martin Drift)	Piloted cross border flow calculator model in 1 corridor (Trans Kalahari)	Expansion to multiple corridors (North-South and Maputo Corridor)	Expansion to multiple corridors (Durban –Maseru Corridor and Durban-Manzini Corridor)
4.	To proactively promote transformation and development of the cross border industry	Developed and implemented Industry Development Strategy	-	-	Board approved Industry Development Strategy submitted to the Minister	Implemented Industry Development Strategy	Implemented Industry Development Strategy	Implemented Industry Development Strategy	Implemented Industry Development Strategy

### 5.5.3 PROGRAMME PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019-2020

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

KPI NO.	PROGRAMME PERFORMANCE INDICATOR	REPORTING PERIOD	BASELINE	ANNUAL TARGET	QUARTERLY TARGETS			
				2019/20	1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>
1.	Number of Annual State of Cross-border operations reports (ASCBOR) submitted to the Minister and other relevant stakeholders	Quarterly	1 ASCBOR report to the Minister and other stakeholders	1 ASCBOR report to the Minister and other stakeholders	Development of ASCBOR as per approved project plan	Development of ASCBOR as per approved project	EXCO noted Draft ASCBOR	Board approved ASCBOR submitted to the Minister of Transport and published on C-BRTA website
2.	Number of country profiles developed	Quarterly	2 country (Zambia and Namibia) profiles developed	2 country (DRC and Tanzania) profiles developed	Development of DRC country profile as per approved project plan	EXCO approved Developed DRC country profile	Development of Tanzania country profile as per approved project plan country	EXCO approved Developed Tanzania country profile
3.	Developed model to calculate transit and cost of delays at commercial border posts	Quarterly	Piloted Cross-border Flow calculator model at 3 border post (Beitbridge, Lebombo and Martin Drift)	Piloted Cross-border Flow calculator model in 1 corridor (Trans Kalahari) <sup>4</sup>	Developed Corridor piloting instruments	Execute surveys for Piloting of Cross-Border calculator as per approved project plan	Draft corridor pilot report	Piloted Cross-border Flow calculator model at the Trans Kalahari Corridor
4.	Developed and implemented industry development strategy	Quarterly	Implemented Industry Development Strategy	Implemented Industry Development strategy	Implemented industry development initiatives as per approved implementation plan	Implemented industry development initiatives as per approved implementation plan	Implemented industry development initiatives as per approved implementation plan	Implemented Industry Development Strategy initiatives for 2019/20

### 5.5.4 RECONCILING PERFORMANCE TARGETS WITH THE BUDGET AND MTEF

Expenditure estimates: Research and Advisory Services

PERFORMANCE TARGETS	EXPENDITURE OUTCOME			FORECAST	MEDIUM-TERM EXPENDITURE ESTIMATES		
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/2021	2021/22
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
1 ASCBOR report to the Minister and other stakeholders							
2 country (DRC and Tanzania) profiles developed							
Piloted Cross-border Flow calculator model in 1 corridor (Trans Kalahari)	11,029	5,120	12,217	12,855	9,320	10,070	10,883
Implemented Industry Development Strategy							

## PART C: ANNEXURES

### 6. ANNEXURE A: CHANGES TO THE 2015-2020 STRATEGIC PLAN

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET	2020/21
To introduce regulated competition in respect of cross border passenger road transport	<b>GOAL 1</b> 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	Piloted and implemented scientific tool on three main corridors	Impact assessment on the three main corridors  Refinement of scientific tool	Fully implemented scientific tool	Post implementation assessment	<b>OLD</b> Review Scientific tool  <b>NEW</b> Developed 4 quarterly MAR implementation Reports	Developed 4 quarterly MAR implementation Reports
To improve the unimpeded flow by road of freight and passengers in the region by reducing operational constraints for the industry	<b>GOAL 1</b> Facilitate unimpeded flow of cross border transport	2. To improve compliance with road transport legislation	2. Developed and implemented Operator Compliance Accreditation Scheme (OCAS)	Consultation with key stakeholders  EXCO Approved Revised Feasibility Report  EXCO Approved revised OCAS ICT Terms of Reference for appointment of system developer	National Feasibility Assessment	Board approved Draft legislation	EXCO approved OCAS implementation manuals	<b>OLD</b> Pilot Implementation of OCAS  <b>NEW</b> Pilot OCAS Registration Module	<b>Full</b> Implementation of OCAS
To introduce and implement regulated competition in respect to cross-border passenger road transport To liberalise market access progressively in respect of cross-border freight road transport	<b>GOAL 2:</b> Strategic positioning to enhance organisational sustainability	To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives	3. Facilitated implementation of the SADC Protocol and regional agreements	None	None	Workshopped SADC protocol and regional agreement	Monitored compliance by member states to the SADC Protocol and regional agreements	<b>OLD</b> Monitored compliance by member states to the SADC Protocol and regional agreements  <b>NEW</b> Monitor implementation of the SADC protocol and regional agreements	<b>OLD</b> Monitored compliance by member states to the SADC Protocol and regional agreements  <b>NEW</b> Monitor implementation of the SADC protocol and regional agreements



C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET	2020/21
To introduce and implement regulated competition in respect to cross-border passenger road transport To liberalise market access progressively in respect of cross-border freight road transport	<b>GOAL 2:</b> Strategic positioning to enhance organisational sustainability	To establish and sustain strategic partnerships with stakeholders so as to enable the Agency to achieve its objectives	4. Number of country profiles developed	2 country (Zimbabwe and Mozambique) profiles developed	2 country (Malawi and Lesotho) profiles developed	2 country (Swaziland and Botswana) profiles developed	2 country (Zambia and Namibia) profiles developed	<b>OLD</b> 1 country (DRC) profile developed  <b>NEW</b> 2 country (DRC and Tanzania) profiles developed	1 country (Angola) profile developed
To liberalize market access progressively in respect of cross-border freight road transport	<b>GOAL 2:</b> Strategic positioning to promote integration of the African continent	To proactively provide value added advisory services to the Minister of Transport and other relevant stakeholders on cross border matters in the transport sector	5. Developed model to calculate transit and cost of delays at Commercial border posts	None, as this is a new indicator	-	-	Cross-border flow calculator concept document	<b>OLD</b> Developed cross border flow calculator model  <b>NEW</b> Piloted cross border flow calculator model in 1 corridor(Trans Kalahari)	OLD Piloted cross border flow calculator model  NEW Expansion to multiple corridors (North-South and Maputo Corridor)
To empower the cross-border road transport industry to maximise business opportunities and to regulate themselves in incrementally to improve safety, security, reliability, quality and efficiency of services	<b>GOAL 3:</b> Promote safe and reliable cross-border road transport	To improve compliance with road transport legislation	6. Implemented law enforcement monitoring tool/standards  Monitoring law enforcement performance against targets	-	-	-	-	<b>OLD</b> Monitored compliance to the law enforcement tool/standards  <b>NEW:</b> Monitored law enforcement performance against targets	<b>OLD</b> Monitored compliance to the law enforcement tool/standards  <b>NEW:</b> Monitored law enforcement performance against targets

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET	2020/21
To enhance and strengthen the capacity of the public sector in support of the C-BRTA's Strategic planning, enabling and monitoring functions	<b>Goal 4.</b> Enhance organisational performance in order to improve sustainability	Improve efficiency in business operations	7. Percentage of temporary permit issued within pre-determined turnaround times	90% of compliant applications for temporary permits processed and issued in front office within 8 hours  90% of compliant applications for temporary permits processed and issued in remote office within 1 day	90% of compliant applications for temporary permits processed and issued in front office within 8 hours  90% of compliant applications for temporary permits processed and issued in remote office within 1 day	90% of compliant applications for temporary permits processed and issued in front office within 8 hours  90% of compliant applications for temporary permits processed and issued in remote office within 1 day	90% of compliant applications for temporary permits processed and issued in front office within 8 hours  90% of compliant applications for temporary permits processed and issued in remote office within 1 day	<b>OLD</b> 90% of compliant applications for temporary permits processed and issued in front office within 8 hours  90% of compliant applications for temporary permits processed and issued in remote office within 1 day  <b>NEW</b> 95% of compliant applications for temporary permits processed and issued in front office within 8 working hours  95% of compliant applications for temporary permits processed and issued in remote office within 1 day	<b>OLD</b> 90% of compliant applications for temporary permits processed and issued in front office within 8 hours  90% of compliant applications for temporary permits processed and issued in remote office within 1 <b>day</b>  <b>NEW</b> 95% of compliant applications for temporary permits processed and issued in front office within 8 working hours  95% of compliant applications for temporary permits processed and issued in remote office within 1 day

C-BRTA MANDATE	STRATEGIC GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATORS	BASELINE	2016/17 TARGET	2017/18 TARGET	2018/19 TARGET	2019/20 TARGET	2020/21
		To ensure the financial viability and sustainability of the C-BRTA	8. Developed and implemented new revenue streams	Consultation and development of legislative proposal on cross border charges	Revised financial sustainability strategy  Implemented cross-border user charges as a new revenue stream	Consultation and development of legislative proposal on cross border charges	Developed Business Case on the 'Sale of Information' revenue stream	<b>OLD</b> Implemented the 'Sale of Information' revenue stream  <b>NEW</b> Roll-out project plan for 'Sale of Information' revenue stream	<b>OLD</b> Implemented the 'Sale of Information' revenue stream  <b>NEW</b> Roll-out project plan for 'Sale of Information' revenue stream



We Facilitate Unimpeded Flow of Cross-Border Goods and Passengers

## 7. ANNEXURE B: TECHNICAL INDICATORS

### 7.1 PROGRAMME 1: ADMINISTRATION

#### 7.1.1 INDICATOR NO. 1.1

INDICATOR TITLE	Roll-out project plan for 'sale of information'	
Short definition	Implementation of milestones in the project plan for 'Sale of Information' revenue stream	
Purpose/importance	To render the Agency ready to generate income through the sale of information revenue stream and establish baseline	
Source/collection of data	EXCO Resolution/Extract of minutes; EXCO approved Project Plan; Progress reports, close-out report	
Method of calculation	4 EXCO Resolution/Extract of Minutes; 1 EXCO approved Project Plan; 3 Progress Report; 1 close-out report	
Data limitations	None	
Type of indicator	Output	
Calculation type	Non-Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
	Q1: Implementation as per approved plan	Q1: Draft Project Report, Progress report, Extract of EXCO minutes
	Q2: Implementation as per approved plan	Q2: Draft Project Report, Progress report, Extract of EXCO minutes
	Q3: Implementation as per approved plan	Q3: Draft Project Report, Progress report, Extract of EXCO minutes
	Q4: Rolled out project plan for the financial year	Q4: Close-out Report, Extract of EXCO minutes
Indicator responsibility	Chief Financial Officer	

#### 7.1.2 INDICATOR NO. 1.2

INDICATOR TITLE	Developed and implemented cross border management system
Short definition	To implement the approved prioritised EA Roadmap
Purpose/importance	To develop the approved EA priorities and ensure effective and efficient business information system
Source/collection of data	Business Requirements for iCBMS <sup>5</sup> document; System Solution Design document; Extract of EXCO minutes noting progress reports; Pilot Report on the permit issuing functionality (front office and online)
Method of calculation	1 Business Requirements document; End user sign-off; 1 Solution Design document; 1 Pilot Report on the permit issuing functionality (front office and online), EXCO Resolution
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No

<b>INDICATOR TITLE</b>	<b>Developed and implemented cross border management system</b>	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	<b>Q1:</b> EXCO Approved Business Requirements for new iCBMS	<b>Q1:</b> Business Requirements document and end user sign-off, EXCO Resolution
	<b>Q2:</b> System Solution Designed	<b>Q2:</b> Solution Design document
	<b>Q3:</b> Permit issuing functionality developed (front-office and online)	<b>Q3:</b> System report on permit issued from front office and online
	<b>Q4:</b> Pilot Permit issuing functionality (front-office and online)	<b>Q4:</b> System Pilot Report on permit front office and online
Indicator responsibility	<b>Executive Manager: Corporate Services</b>	

<sup>5</sup> iCBMS – integrated cross border management system

### 7.1.3 INDICATOR NO. 1.3

<b>INDICATOR TITLE</b>	<b>Developed Permit Fee Regulations</b>	
Short definition	Develop permit fee regulations	
Purpose/importance	To revise existing permit fee tariffs for submission to the Department of Transport (DoT)	
Source/collection of data	EXCO Resolution, Revised Permit Fee Schedule, Board Resolution, Draft Permit Fee Regulations	
Method of calculation	1 EXCO Resolution, 1 Revised Permit Fee Schedule, Board Resolution, Draft Permit Fee Regulations	
Data limitations	None	
Type of indicator	Activity	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	<b>Q1:</b> EXCO approved revised permit fee schedule	<b>Q1:</b> EXCO Resolution; Revised Permit Fee Schedule
	<b>Q2:</b> Board approved Draft permit fee tariff regulations submitted to DoT*	<b>Q2:</b> Board Resolution; Draft Permit Fee Tariff Regulations*
	<b>Q3 &amp; Q4:</b> No target has been set for this quarter as the C-BRTA process is finalised after submission to DoT	<b>Not Applicable</b>
Indicator responsibility	<b>Executive Manager: Corporate Services</b>	

## 7.2 PROGRAMME 2: REGULATORY SERVICES

### 7.2.1 INDICATOR NO. 2.1

INDICATOR TITLE	Implemented scientific tool used by the Regulatory Committee to manage supply and demand of cross border passenger transport	
Short definition	To implement the Market Access Regulation (MAR) tool to balance demand and supply of passenger transport	
Purpose/importance	To ensure that there is a balanced modal split of passenger transport across all the routes that the Agency issue permits	
Source/collection of data	Updated Market Access Regulation Tool (Model) System; EXCO resolution/Extract of minutes; 4 Quartely MAR implementation reports	
Method of calculation	1 updated Market Access Regulation tool (Model); 3 MAR Implementation Reports; 4 EXCO Resolution/Extract of minutes	
Data limitations	System Reporting Capability/ Exclusion of RSA-Lesotho Route Model Implementation	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	<b>Q1:</b> EXCO noted updated Market Access Regulations Tool (Model) Quartely Market Access Regulation (MAR) implementation report developed	<b>Q1:</b> Updated MAR Tool (Model); Extract of EXCO minutes Quartely MAR implementation report
	<b>Q2:</b> Quartely MAR implementation report developed	<b>Q2:</b> Extract of EXCO minutes; Quartely MAR Implementation Report, System Report
	<b>Q3:</b> Quartely MAR implementation report developed	<b>Q3:</b> Extract of EXCO minutes; Quartely MAR Implementation Report, System Report
	<b>Q4:</b> Quartely MAR implementation report developed	<b>Q4:</b> Extract of EXCO minutes; Quartely MAR ImplementationReport, System Report
Indicator responsibility	<b>Executive Manager: Regulatory Services</b>	

### 7.2.2 INDICATOR NO. 2.2

INDICATOR TITLE	Developed and implemented Operator Compliance Accreditation Scheme (OCAS)	
Short definition	Develop and implement the OCAS registration manual system module	
Purpose/importance	To develop and pilot the implementation of the OCAS registration manual system module	
Source/collection of data	Project Plan; Manual Registration Platform Design; Extract of EXCO minutes; Progress Report; OCAS Manual Registration Platform; Pilot Operator Registration Report;	
Method of calculation	4 EXCO Resolution/Extract of minutes; 1 Manual Registration Platform Design; 1 System generated pilot report; 1 Progress Report; 1 OCAS Manual Registration Platform	
Data limitations	None	
Type of indicator	Activity	
Calculation type	Non-Cumulative	
Reporting cycle	Quarterly	
New indicator	No	

<b>INDICATOR TITLE</b>	<b>Developed and implemented Operator Compliance Accreditation Scheme (OCAS)</b>	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	<b>Q1:</b> OCAS Manual Registration Platform designed	<b>Q1:</b> Designed Manual Registration platform; Extract of EXCO minutes
	<b>Q2:</b> OCAS Registration model developed	<b>Q2:</b> Progress report on the draft OCAS Manual Registration model; Extract of EXCO minutes
	<b>Q3:</b> Developed OCAS Manual Registration Platform	<b>Q3:</b> Progress report on developed OCAS Manual Registration platform, Extract of EXCO minutes
	<b>Q4:</b> EXCO Approved OCAS Manual Registration Platform	<b>Q4:</b> Extract of EXCO minutes; EXCO approved OCAS Manual Registration Platform
Indicator responsibility	<b>Executive Manager: Research and Development</b>	

### 7.2.3 INDICATOR NO. 2.3

<b>INDICATOR TITLE</b>	<b>Percentage of temporary permits issued within pre-determined turnaround times</b>	
Short definition	Percentage of temporary permits issued within pre-determined turnaround times	
Purpose/importance	To improve service delivery to operators that make use of temporary permits	
Source/collection of data	Cross-Border Road Transport System (C-BRTS) Turnaround Report; EXCEL Spreadsheet	
Method of calculation	$\% = \text{number of temporary permits issued within 8 hours or 1 day} / \text{total number of temporary permits issued} * 100$ and a system generated report	
Data limitations	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	<b>Q1 – Q4:</b> 95% of compliant applications for temporary permits processed and issued in front office within 8 hours  95% of compliant applications for temporary permits processed and issued in back office within 1 day	C-BRTS Turnaround Report; EXCEL spreadsheet and system report in Q4
Indicator responsibility	<b>Executive Manager: Regulatory Services</b>	

## 7.3 PROGRAMME 3: PROFILING SERVICES

### 7.3.1 INDICATOR NO. 3.1

INDICATOR TITLE	Number of operator and corridor profiling reports	
Short definition	Number of operator and corridor profiling reports	
Purpose/importance	To provide a comprehensive intelligence on law enforcement information on route bias, general information on traffic flows and tendencies and any other such information that will support the functions of the Regulatory Committee.	
Source/collection of data	EXCO resolutions and Section 39 Reports (operations conducted during Jan – Mar; April – June; July – Sept; Oct – Dec)	
Method of calculation	4 Operator and Corridor Profiling (Section 39) reports and 4 EXCO Resolutions	
Data limitations	None	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
	<b>Q1:</b> EXCO recommended Operator and Corridor Profiling (Section 39 for period Jan-March) report	<b>Q1:</b> Section 39 report (Jan - March) and EXCO Resolution
	<b>Q2:</b> EXCO recommended Operator and Corridor Profiling (Section 39 for period April-June) report	<b>Q2:</b> Section 39 report (April – June) and EXCO Resolution
	<b>Q3:</b> EXCO recommended Operator and Corridor Profiling (Section 39 for period July-Sept) report	<b>Q3:</b> Section 39 report (July - Sept) and EXCO Resolution
	<b>Q4:</b> EXCO recommended Operator and Corridor Profiling (Section 39 for period Oct-Dec) report	<b>Q4:</b> Section 39 report (Oct - Dec) and EXCO Resolution
Indicator responsibility	<b>Executive Manager: Research and Development</b>	



We Do Not Tolerate Crime,  
Fraud and Corruption



### 7.3.2 INDICATOR NO. 3.2

<b>INDICATOR TITLE</b>	<b>Percentage of temporary permits issued within pre-determined turnaround times</b>	
Short definition	Implement the law enforcement performance monitoring tool	
Purpose/importance	To monitor the law enforcement function performed by the Road Traffic Management Cooperation(RTMC) on behalf of the C-BRTA against set targets	
Source/collection of data	EXCO approved Law Enforcement Monitoring Tool/Standards; Extract of EXCO minutes	
Method of calculation	4 Extract of EXCO minutes; 4 Progress report on the compliance monitoring	
Data limitations	Delays in the submission of law enforcement information by RTMC	
Type of indicator	Activity	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	<b>Q1 – Q4</b> EXCO noted progress report on law enforcement indicating performance against targets	<b>Q1 – Q4:</b> Extract of EXCO minutes, Progress report
Indicator responsibility	<b>Executive Manager: Research and Development</b>	

## 7.4 PROGRAMME 4: STAKEHOLDER MANAGEMENT

### 7.4.1 INDICATOR NO. 4.1

INDICATOR TITLE	Developed and implemented stakeholder management plan	
Short definition	Implement stakeholder management plan	
Purpose/importance	To engage cross-border stakeholders (Freight and Passengers operators, Provincial and National government departments/agencies, Local government, regional counterparts, Route & Corridor committees, Bi-lateral & Multi-lateral and international stakeholders) as per the stakeholder management plan in order to facilitate the unimpeded flow of freight and passenger transport.	
Source/collection of data	1 EXCO Resolution/ Extract of minutes; 3 Stakeholder Engagements Reports; Impact Assessment report	
Method of calculation	3 EXCO Resolution/Extract of minutes; 3 Stakeholder Engagement Reports; Impact Assessment report	
Data limitations	Dependency on other Countries and Operators, Local government and Provincial & National Departments	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance and admissible evidence for quarterly targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
	<b>Q1:</b> Stakeholder Engagement Report indicating level of achievement of the objectives as per Stakeholder Management Plan.	<b>Q1:</b> Stakeholder engagement report, EXCO minutes extract
	<b>Q2:</b> Stakeholder Engagement Report indicating level of achievement of the objectives as per Stakeholder Management Plan.	<b>Q2:</b> Stakeholder engagement report, EXCO minutes extract
	<b>Q3:</b> Stakeholder Engagement Report indicating level of achievement of the objectives as per Stakeholder Management Plan.	<b>Q3:</b> Stakeholder engagement report, EXCO minutes extract
	<b>Q4:</b> EXCO approved impact assessment report	<b>Q4:</b> EXCO approved Impact Assessment Report; EXCO Resolution
Indicator responsibility	<b>Executive Manager: Stakeholder Relations</b>	



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

## 7.4.2 INDICATOR NO. 4.2

<b>INDICATOR TITLE</b>	<b>Facilitated the implementation of the SADC Protocol and regional agreements</b>	
Short definition	Monitoring the progress of implementation of SADC Protocol and regional agreements by member states	
Purpose/importance	To ensure common understanding and implementation of the SADC protocol and regional agreements	
Source/collection of data	EXCO Resolution/ Extracts of EXCO minutes; Action Plan; Progress reports, Implementation Assessment report,	
Method of calculation	3 Progress reports, 1 Implementation Assessment report, 3 EXCO Resolution/Extracts of minutes	
Data limitations	None	
Type of indicator	Output	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	<b>Q1:</b> Monitored Implementation of the SADC protocol and regional agreements as per approved action plan	<b>Q1:</b> Progress report as per approved action plan; extract of EXCO minutes
	<b>Q2:</b> Monitored Implementation of the SADC protocol and regional agreements as per approved action plan	<b>Q2:</b> Progress report as per approved action plan, extract of EXCO minutes
	<b>Q3:</b> Monitored Implementation of the SADC protocol and regional agreements as per approved action plan	<b>Q3:</b> Progress report as per approved action plan, extract of EXCO minutes
	<b>Q4:</b> EXCO approved Implementation Assessment report	<b>Q4:</b> Implementation assessment report , EXCO Resolution
Indicator responsibility	<b>Executive Manager: Stakeholder Relations</b>	



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

## 7.5 PROGRAMME 5: RESEARCH AND ADVISORY SERVICES

### 7.5.1 INDICATOR NO. 5.1

INDICATOR TITLE	Number of Annual State of Cross-Border Operations Report (ASCBOR) submitted to the Minister and other relevant stakeholders	
Short definition	Provide advisory services 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 (developments, constraints and initiatives) in order to influence related decision making.	
Source/collection of data	EXCO Resolution; Project Plan; Progress Reports; Extract Attendance Register; Seminar Presentations; 2018/19 ASCBOR; Website Publication; Proof of submission to DoT; Seminar Report	
Method of calculation	4 EXCO Resolution/Extract of minutes; 1 Website Publication; 1 Proof of submission to DoT; 1 Board Resolution; 1 Project Plan; 1 ASCBOR; 3 Progress Reports;	
Data limitations	None	
Type of indicator	Output	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	Quarterly Targets	Admissible Evidence for Quarterly Targets
	Q1: Development of ASCBOR as per approved project plan	Q1: EXCO Resolution; Project plan, Progress report; Extract of EXCO minutes
	Q2: Development of ASCBOR as per approved project plan	Q2: Progress report; Extract of EXCO minutes
	Q3: EXCO noted Draft ASCBOR	Q3: Extract of EXCO minutes; Progress report
	Q4: Board approved ASCBOR submitted to the Minister of Transport and published on C-BRTA website;	Q4: Board Resolution; ASCBOR; ASCBOR publication and Proof of submission to DoT EXCO Resolution
Indicator responsibility	Executive Manager: Research and Advisory Services	

### 7.5.2 INDICATOR NO. 5.2

INDICATOR TITLE	Number of Country Profiles Developed
Short definition	Number of country profiles developed
Purpose/importance	To provide value added advisory services to relevant stakeholders on DRC and Tanzania country related cross-border matters
Source/collection of data	Project Plan; Extract of EXCO minutes; Progress reports on country profiles developed; EXCO Resolutions; DRC Country profile and Tanzanian Country profile
Method of calculation	2 Country profiles (DRC and Tanzania), 2 Progress Reports; 2 EXCO Resolutions and 2 Extract of EXCO minutes
Data limitations	None
Type of indicator	Output
Reporting cycle	Quarterly
New indicator	No

<b>INDICATOR TITLE</b>	<b>Number of Country Profiles Developed</b>	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	<b>Q1:</b> Development of DRC country profile as per approved project plan	<b>Q1:</b> Extract of EXCO minutes; Progress report
	<b>Q2:</b> EXCO approved Developed DRC country profile	<b>Q2:</b> Final country profile for DRC; EXCO Resolution
	<b>Q3:</b> Development of Tanzania country profile as per approved project plan	<b>Q3:</b> Extract of EXCO minutes; Progress report
	<b>Q4:</b> EXCO approved Developed Tanzania country profile	<b>Q4:</b> Final country profile for Tanzania; EXCO Resolution
Indicator responsibility	<b>Executive Manager: Research and Advisory Services</b>	

### 7.5.3 INDICATOR NO. 5.3

<b>INDICATOR TITLE</b>	<b>Developed model to calculate transit and cost of delays at commercial border posts</b>	
Short definition	Pilot the cross-border calculator model	
Purpose/importance	To pilot the developed cross border calculator model at the Trans Kalahari corridor and gather data that will calculate transit delays and cost of delays in that corridor.	
Source/collection of data	Approved Pilot Project Plan, Developed Pilot Instruments, progress reports, Corridor Pilot Report, EXCO Resolution/Extracts of minutes	
Method of calculation	1 Developed Pilot Instruments, 2 Progress Reports, 1 Draft Pilot report, 1 Corridor Pilot Report, 4 EXCO Resolution/Extracts of minutes	
Data limitations	None	
Type of indicator	Output	
Reporting cycle	Quarterly	
Calculation type	Non-cumulative	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	<b>Q1:</b> Developed Corridor piloting instruments	<b>Q1:</b> Pilot project plan; EXCO Resolution
	<b>Q2:</b> Execute surveys for Piloting of Cross-Border calculator as per approved project plan	<b>Q2:</b> Progress Report; Extract of EXCO minutes;
	<b>Q3:</b> Draft Corridor Pilot report	<b>Q3:</b> Extract of EXCO minutes; Draft Pilot Report
	<b>Q4:</b> Piloted Cross-border Flow calculator model at the Trans Kalahari Corridor	<b>Q4:</b> EXCO Resolution; Pilot report;
Indicator responsibility	<b>Executive Manager: Research and Development Services</b>	

#### 7.5.4 INDICATOR NO. 5.4

<b>INDICATOR TITLE</b>	<b>Developed and implemented Industry Development Strategy</b>	
Short definition	To implement the approved Industry Development Strategy Initiatives	
Purpose/importance	To enable the transformation of the cross-border industry and empower previously disadvantaged communities	
Source/collection of data	EXCO Resolution; Reviewed Implementation Plan; Progress Reports, Assessment report on the implemented industry development strategy initiatives; Extract of EXCO minutes	
Method of calculation	1 EXCO Resolution; 1 Reviewed Implementation Plan; 3 Progress Reports, 1 Assessment report on the implemented industry development strategy initiatives; 3 Extract of EXCO minutes	
Data limitations	None	
Type of indicator	Activity	
Calculation type	Non-Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance and admissible evidence for quarterly targets	<b>Quarterly Targets</b>	<b>Admissible Evidence for Quarterly Targets</b>
	<b>Q1:</b> Implemented industry development initiatives as per approved implementation plan	<b>Q1:</b> Approved Implementation Plan; Progress report; Extract of EXCO minutes
	<b>Q2:</b> Implemented industry development initiatives as per approved implementation plan	<b>Q2:</b> Extract of EXCO minutes; Progress report on implementation
	<b>Q3:</b> Implemented industry development initiatives as per approved implementation plan	<b>Q3:</b> Extract of EXCO minutes; Progress report on implementation
	<b>Q4:</b> Implemented Industry Development Strategy initiatives for 2019/20	<b>Q4:</b> EXCO Resolution; Implementation Assessment Report for 2019/20
Indicator responsibility	<b>Executive Manager: Research and Development</b>	



We are Honest, Fair and Do Not Tolerate Crime, Fraud and Corruption





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