



Road Traffic
Management Corporation

ANNUAL PERFORMANCE PLAN 2022/23

THE PAST IS WHAT PROVIDES US WITH THE **BUILDING BLOCKS** OF TOMORROW



A proud initiative of
The Department of Transport

FOREWORD FROM THE CHAIRPERSON OF THE SHAREHOLDERS COMMITTEE

This plan serves as a vehicle for the implementation of the Strategic Plan for 2021-2025 developed in consideration of various policy directives. It addresses the most glaring economic challenges through implementation of the Road Traffic Management Corporation's mandate.

Established as a partnership between national, provincial, and local spheres of government, the Road Traffic Management Corporation is mandated to enhance the overall quality of road traffic service provision to ensure safety, security, order, discipline and mobility on the roads.

The intent to deliver on the mandate of the RTMC – while making a meaningful contribution towards broad-based economic empowerment, skills development, and growth of small, medium, macro enterprises and co-operatives – is evident in the outputs outlined in this plan.

The implementation of programmes in this plan will reduce operational constraints and enhance co-ordination of the road traffic functions, affording the RTMC the realisation of its desired impact.

It remains the priority of the RTMC to plan, in consideration of various global and regional policies and instruments, while remaining focused on government priorities as outlined in the Medium-Term Strategic Framework (MTSF). Like other government entities, the RTMC carries a responsibility of advancing South Africa's goals as articulated in the National Development Plan (NDP) and Agenda 2030 while it operates efficiently and sustainably.

I am pleased to note that management is committed to keeping the RTMC sustainable by exploring other means of generating revenue as well as ensuring efficient operations. This, I believe, will contribute to service levels of benefit to the South African public.

On behalf of the Shareholders Committee, I therefore endorse this Annual Performance Plan. I also commit to monitoring and continuously assessing the progress made towards the delivery of these programmes.



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Hon. F.A. Mbalula

Minister of Transport

Chairperson of the Shareholders Committee

FOREWORD FROM THE CHIEF EXECUTIVE OFFICER

As the lead agency in charge of ensuring road safety in South Africa, the Road Traffic Management Corporation (RTMC) is mandated to develop a strategy that responds to key global, regional and national priorities. This mandate positions the RTMC as a key player in advancing safety as an enabler of service delivery and accelerating transformation towards greater economic participation as outlined in the National Department of Transport strategic priorities.

The need to co-ordinate planning and alignment of interventions across the country to achieve the desired outcomes remains the core of the RTMC's business.

The development of this Annual Performance Plan (APP) was based on the Strategic Plan for 2021-2025, which was crafted in line with the mandate, current government priorities and various policies impacting on road traffic management. This APP responds to current challenges within the road traffic sector while continuing its focus on promoting safety of the roads, reducing crashes, injuries, and fatalities.

This plan also ensures the RTMC continues to seek alternative revenue streams to advance its plan to becoming financially self-sustainable. I am confident the implementation of programmes as articulated in this plan will not only benefit primary stakeholders but will further advance government's priorities to build a capable, ethical and developmental state, as well as enhancing social cohesion and safer communities.

I therefore present the 2022/23 APP as a vehicle for the implementation of 2021-2025 Strategic Plan.



A stylized, handwritten signature in black ink, consisting of several overlapping loops and a central vertical stroke.

Adv. Makhosini Msibi
Chief Executive Officer
Road Traffic Management Corporation

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

1. Was developed by the management of the Road Traffic Management Corporation under the guidance of the Board.
2. Considers all the relevant policies, legislation and other mandates for which the Road Traffic Management Corporation is responsible.
3. Accurately reflects the Outcomes and Outputs which the Road Traffic Management Corporation will endeavour to achieve over the period 2022/2023 strategic period.



A handwritten signature in black ink, consisting of a large, stylized 'M' and 'S'.

Adv. Makhosini Msibi
Chief Executive Officer
Road Traffic Management Corporation



A handwritten signature in black ink, appearing to read 'Zola Majavu'.

Mr. Zola Majavu CD (SA)
Chairman of the Board
Road Traffic Management Corporation

ABBREVIATIONS AND ACRONYMS

4th IR	4th Industrial Revolution
AARTO	Administrative Adjudication of Road Traffic Offences
AIDS	Acquired Immune Deficiency Syndrome
APP	Annual Performance Plan
ARC	Audit and Risk Committee
CAGR	Compound Annual Growth Rate
CPA	Criminal Procedures Act
DLTC	Driving Licence Testing Centre
DOT	Department of Transport
EXCO	Executive Committee
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
MDGs	Millennium Development Goals
MTEF	Mid Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NaTIS	National Traffic Information System
NDP	National Development Plan
NRSS	National Road Safety Strategy
NRTA	National Road Traffic Act
NRTLEC	National Road Traffic Law Enforcement Code
NTACU	National Traffic Anti-Corruption Unit
NTP	National Traffic Police
POPCRU	Police and Prisons Civil Rights Union
RAF	Road Accident Fund
RTIA	Road Traffic Infringement Agency
RTMC	Road Traffic Management Corporation
RTMCA	Road Traffic Management Corporation Act
SADC	Southern African Development Community
SAPS	South African Police Service
SDGs	Sustainable Development Goals
SHC	Shareholders Committee
SOE	State-Owned Enterprise
SONA	State of the Nation Address
SP	Strategic Plan
TIDs	Technical Indicator Descriptions
UN	United Nations
UNDA	United Nations Decade of Action for Road Safety 2011-2020
UNRSC	United Nations Road Safety Collaboration
VTC	Vehicle Testing Centre
WHO	World Health Organisation

Table 1: List of Abbreviations and Acronyms

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PART

Our Mandate

2

PART A: OUR MANDATE

1. Relevant Legislative and Policy Mandates

1.1 Constitution of the Republic of South Africa, 1996

One of the most pressing issues facing modern society today is creating a safer road environment. The increasing road fatalities have become a threat in ensuring safety on the roads, this is not only a South African problem, it is a global problem that threatens development. This has dire consequences on society as it results in an increased burden on the social security and welfare system of a country, with ever-increasing loss of skills and rising costs to the economy.

SECTION	IMPLICATION
Schedule 4	Sets out the areas of provincial legislative competence. Schedule 4 Part A lists the functional areas of concurrent national and provincial competence as follows: <ul style="list-style-type: none"> • Public transport • Road traffic regulation • Vehicle licensing
Schedule 5	Provides for traffic as a schedule 5 functional area, however the Constitution also provides for the national legislative authority over schedule 5 matters under section 44 (2) and the provision of section 76 (1) legislation, all the provisions under section 44 (2) and the provision of section 76 (1) legislation, all the legislative mandates of the RTMC are enacted in terms of section 76 (5) of the Constitution.

Table 2: RTMC's constitutional mandate

1.2 Road Traffic Management Corporation Act (RTMCA)

Parliament approved the RTMCA in 1999 in line with the provisions of section 44(2) of the Constitution. In terms of the Act, the RTMC was established to pool powers and resources and to eliminate the fragmentation of responsibilities for all aspects of road traffic management across the various levels of government. The Act provides, in the public interest, for co-operative and co-ordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters by the national, provincial, and local spheres of government. The Act's objectives include:

RTMCA OBJECTIVES

- To establish the RTMC as a partnership between national, provincial, and local spheres of government
- To enhance the overall quality of road traffic service provision to ensure safety, security, order, discipline and mobility on the roads
- To protect road infrastructure and the environment through the adoption of innovative practices and implementation of innovative technology
- To phase out, where appropriate, public funding and phase in private sector investment in road traffic on a competitive basis
- To introduce commercial management principles to inform and guide road traffic governance and decision-making in the interest of enhanced service provision
- To optimise the utilisation of public funds by:
 - Limiting investment of public funds to road traffic services which meet a social or non-commercial strategic objective, and which have poor potential to generate a reasonable rate of return; and
 - Securing, where appropriate, full cost recovery on the basis of the user-pays principle
- To regulate, strengthen and monitor intergovernmental contact and co-operation in road traffic matters
- To improve the exchange and dissemination of information on road traffic matters
- To stimulate research in road traffic matters and effectively utilise the resources of existing institutes and research bodies
- To develop human resources in the public and private sectors that are involved in road traffic

Section 18 (1) of the RTMCA stipulates the Shareholders Committee (SHC) must, as part of the organisational structuring of the Corporation, establish as many functional units as are required in accordance with the business and financial plan to ensure effective management of at least the 10 functional areas depicted in Figure 1.

RTMC Functional Areas

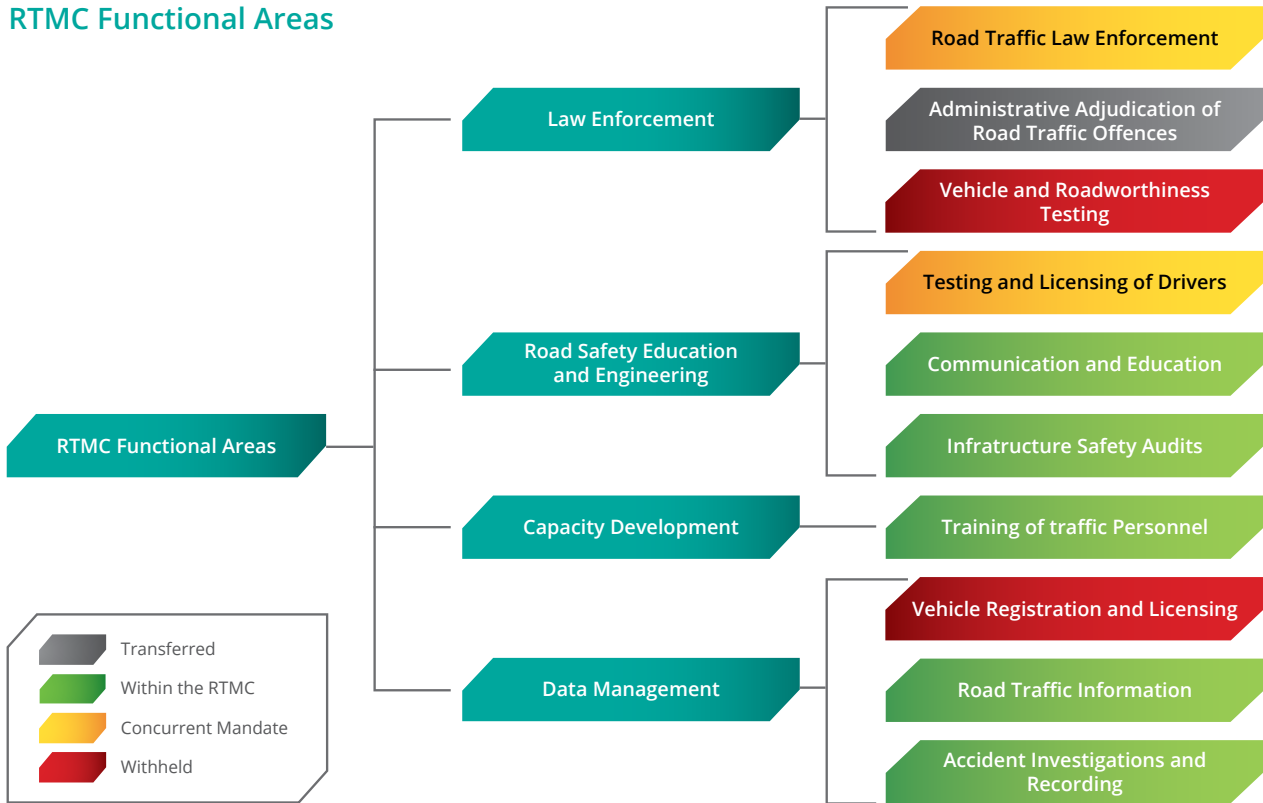


Figure 1: Functions of the RTMC as outlined in Section 18 of the RTMCA

The 10 functional areas are:

Functional Area	Current Practice
Road traffic law enforcement	While provincial and local authorities execute law enforcement operations, the RTMC National Traffic Police (NTP) conducts law enforcement operations in the nine provinces. Furthermore, the RTMC is responsible for thought leadership regarding law enforcement in the Republic
Administrative Adjudication of Road Traffic Offences	The AARTO Act established the Road Traffic Infringement Agency (RTIA) as the agency responsible for the roll out and implementation of the AARTO system. The RTMC is responsible for training traffic personnel as well as developing and maintaining the National Contravention Register (NCR) in support of AARTO implementation. The NTP also issues infringements in terms of the AARTO Act
Vehicle and roadworthiness testing	Function not transferred to the RTMC.
Training and licensing of drivers	The function is the competence of provinces. But in the 2021/22 financial year, the RTMC established two DLTCs operationalised through an agency agreement with the Gauteng Province, where functions are performed on behalf of the province
Communication and education	The function was transferred to the RTMC and is fully executed in line with the National Road Safety Strategy
Infrastructure safety audits	The RTMC is the custodian of the Road Safety Audit Manual and is driving the professionalisation of the road safety auditor career path
Training of traffic personnel	The function was transferred to the RTMC. Through the Road Traffic Training Academy and the Training Norms and Standards functions the RTMC executes on the mandate
Vehicle registration and licensing	Function not transferred to the RTMC.
Road traffic information	The RTMC is the custodian of Road Traffic Information, which is housed in the National Road Traffic Information System and published periodically
Accident investigation and recording	The RTMC is responsible for the investigation and recording of crashes; these are conducted in line with the defined criteria relating to major crashes

Table 3: Execution of the 10 functional areas

THE FUNCTIONS OF THE CEO – SECTION 29 OF THE RTMCA – ARE TO:

- a) Manage and control the day-to-day affairs of the Corporation in accordance with the business and financial plan
- b) Undertake, in accordance with this Act and any other legislation concerning road traffic matters, the provision and rendering of road traffic services
- c) Execute any directive of the Shareholders Committee issued in terms of section 13 and report to the Committee on the implementation of the directive
- d) Undertake research into road traffic matters
- e) After consultation with the Minister of Finance and every MEC responsible for finance, draw up a governance agreement to be concluded between the Shareholders Committee and the board on the appointment of the board
- f) Facilitate private sector investment by:
 - i. Undertaking feasibility and investment studies to ascertain technical, commercial, and economical viability of projects
 - ii. Assisting the private sector to prepare business plans to provide equity and loan finance
 - iii. Assisting potential private investors to ensure compliance with any legal requirements
 - iv. Providing the private sector with advice
 - g. Promote private sector investment in road traffic by:
 - i. The establishment of investment help lines to assist potential investors
 - ii. The publication of investment related publications
 - iii. Holding national or localised conferences
 - iv. Organising investment contact visits
 - v. Initiating contacts with other ministries, departments, state-owned enterprises, investment promotion centres and related parties
 - vi. Collecting, updating and disseminating appropriate promotional and facilitator information
 - vii. Any other appropriate method
- h) Report to the Shareholders Committee:
 - i. On the level and scope of performance of the Corporation in terms of the 5 business and financial plan
 - ii. On the impact of investment contracts contemplated in section 37 and performance contracts contemplated in sections 15(4) and 19(4)
 - iii. Subject to section 38(2), on whether a private sector entity is better suited to perform the function envisaged in a public contract
- i) Perform the functions assigned to him or her by the Shareholders Committee and the board on its appointment
- j) Assign functions to the managers of functional units if authorised thereto by the Shareholders Committee in terms of section 28(2)(u)
- k) Exercise and perform all the powers and duties conferred or imposed by this Act or by any other law
- l) Exercise and perform all the powers and duties incidental to the abovementioned powers and duties

The Department of Transport, provincial departments, local municipalities, through the RTMC, collaborate in planning, co-ordination, and facilitation in line with the RTMCA.



1.3 National Road Traffic Act 93 of 1996 (NRTA)

The NRTA provides for road traffic and connected matters that apply uniformly throughout the republic. It prescribes national principles, requirements, guidelines, frameworks and national norms and standards that must be applied uniformly in the provinces, and other matters contemplated in section 146 (2) of the Constitution. It facilitates the consolidation of land transport functions and locates them in the appropriate sphere of government.

1.4 Administrative Adjudication of Road Traffic Offences Act 46 of 1998 (AARTO Act)

The AARTO Act promotes road traffic quality by providing a scheme to discourage road traffic contraventions and to facilitate the adjudication of road traffic infringements. The RTMC is an issuing authority, and through the National Traffic Police, applies the AARTO infringement processes and procedures.

1.5 Criminal Procedures Act 51 of 1977 (the CPA)

The purpose of the CPA is to regulate procedures and related matters in criminal proceedings. The Act governs how criminal cases are handled in courts of law by establishing due processes in criminal prosecutions. A traffic officer is appointed as a peace officer as per section 334(2) (A) of the CPA and contains schedules of offences a peace officer may impose.

1.6 The Protection of Personal Information (Act 4 of 2013) (POPIA)

The purpose of the POPIA is to promote the protection of personal information processed by public and private bodies and introduces certain conditions to establish minimum requirements for the processing of personal information.

1.7 Other applicable legislation in accordance with the revised framework for Strategic Plans and Annual Performance Plans

Legislation	Context
Public Service Act of 1994 as amended and applicable regulations	The Act forms the basis of national and provincial planning and reporting and promotes integrated planning. Chapter II (3) (1) of the PSA makes the Minister of Public Service and Administration responsible for establishing the norms and standards relating to transformation, reform, innovation and any other matters to improve the effectiveness and efficiency of the public service and its service delivery to the public
Public Finance Management Act, No. 1 of 1999 and applicable regulations	The PFMA also provides the basis for reporting against predetermined measurable objectives contained in short and medium terms plans <ul style="list-style-type: none"> Section 27 (4) of the PFMA provides the basis for the development of measurable objectives, which must be included in national and provincial institutions' annual budgets Sections 40 (3) and 55 (2) provide the basis for reporting performance against predetermined objectives in institutions' ARs Section 38 (d) of the Act states that the accounting officer is responsible for managing, safeguarding and maintaining a department's or entity's assets and for managing its liabilities Sections 38 (a) (iv) and (c) (iii) provide the basis for systems that properly evaluate all major capital projects before a final decision on the project is made, and that manage available working capital efficiently and economically
Statistics Act, 1999	The Statistics Act is the basis for the planning, production, analysis, documentation, storage, dissemination and use of official and other statistics. The purpose of these statistics is to help organs of state, businesses, other organisations and the public with planning, decision-making and monitoring or assessing policies. The use of official statistics strengthens the quality of government and institutional short- and medium-term plans

Legislation	Context
Spatial Planning and Land Use Management Act, 2013	This Act's intension is to ensure South Africa achieves its goals of spatial justice, spatial sustainability, efficiency, spatial resilience and good administration. The Act establishes mechanisms for negotiating spatial conflicts, issuing guidelines and monitoring compliance. Although it does not deal directly with fragmentation of the spatial planning function, it introduces a new approach to spatial planning that can be refined and linked to overall long-term planning. Embedding spatial planning within the overall planning system is critical
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000	The Act ensures the promotion of equality, non-racialism and non-sexism and unfair discrimination in line with Sections 9 and 10 of the Constitution

Table 4: Other applicable legislation

2. Institutional policies and strategies

The DoT provides direction for traffic and road safety policy and legislation. However, the policy formulation is also carried out at a regional level and according to the global norms. Figure 2 below provides more information.



Figure 2: Road Safety Policies/Instruments

2.1 Global policy instruments

2.1.1 Decades of Action for Road Safety 2011-2020

In 2009, the inaugural Global Ministerial Congress on Road Safety adopted the Moscow Declaration, which called for a Decade of Action for Road Safety. The United Nations passed resolution 64/255 in 2010 that recognised road traffic injuries as a public health challenge threatening progress towards the achievement of the MDGs.

FIRST DECADE OF ACTION FOR ROAD SAFETY

The 11 May 2011 saw the launch of the United Nations Decade of Action for Road Safety 2011-2020 (UNDA). The global plan laid out a programmatic action blueprint aimed at reducing road traffic fatalities. The Plan for the Decade of Action for Road Safety 2011-2020 provides guidelines on the approach that can be deployed to reduce road fatalities. The table outlines the pillars of the Decade of Action for Road Safety and activities that should be undertaken to reduce road crash fatalities and serious injuries.

Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5
Road safety management	Safe roads and mobility	Safer vehicles	Safer road users	Post-crash responses

Table 5: The five pillars of the First Decade of Action

SECOND DECADE OF ACTION FOR ROAD SAFETY (2021-2030)

Launched in August 2020 by the United Nations General Assembly, resolution 74/299, the second Decade of Action for Road Safety, builds on the gains of the previous decade to promote a co-ordinated effort towards sustaining the attainment of road safety goals. The decade seeks to reduce global road injuries and deaths by at least 50% by 2030 using 2020 as a baseline year. The supporting global plan for road safety was launched in the 2021/2022 financial year and guides the implementation of plans towards the attainment of road safety global goals.

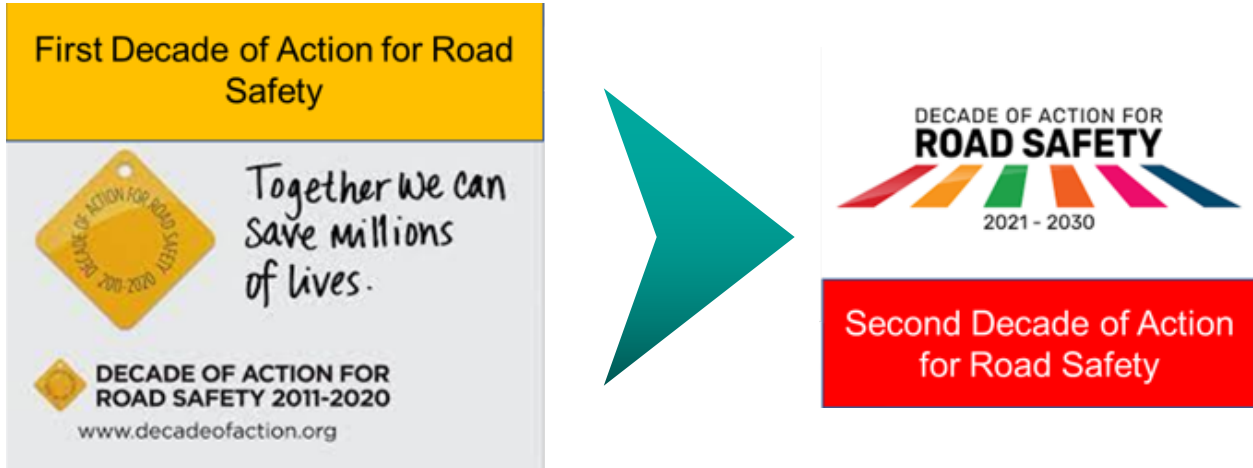


Figure 3: Decades of Action for Road Safety

2.1.2 Sustainable Development Goals

The RTMC's road safety responses are underpinned by the two important global policy instruments, the Sustainable Development Goals (SDGs) and the Global Plan for the Decade of Action for Road Safety. The SDGs were created in 2015 in Paris as a response to the development challenges facing the global community. There was acceptance globally that road safety is linked to poverty, education and health goals. The inclusion of road safety in the Sustainable Development Goals (SDGs) in 2015 shows increased international attention to road safety challenges. This new global agenda includes two (2) road safety targets in its 17 goals viz.:

- By 2020, halve the number of global deaths and injuries from road traffic accidents.
- By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention paid to the needs of those in vulnerable situations, such as women, children, persons with disabilities and older persons.

As part of the process of intensifying the participation of South Africa in the global action plan, the RTMC was admitted as a member of the United Nations Road Safety Collaboration (UNRSC) in 2011, an association of lead agencies on road safety. As per the Global Plan for Road Safety, the RTMC as lead agency on road safety has certain roles and responsibilities:

- Develop a coherent national road safety strategy that responds to key national, regional and global priorities
- Co-ordinate planning and alignment of interventions across the country to achieve the desired outcomes
- Manage data through collection, monitoring and evaluation of programmes to measure the performance and effectiveness of the implemented programmes
- Enhance road safety research and development (develop capacity for multi-disciplinary research and knowledge transfer)
- Implementation of national campaigns to reach as many people as possible
- Determination of norms and standard for road safety and traffic personnel
- Increase private sector participation.

The National Road Safety Strategy 2016-2030 was developed in 2016, aligning to the global plan's imperatives.



Figure 4: Strategic vision and mission of the NRSS

2.2 Regional policy instruments – Agenda 2063

Agenda 2063, published by the African Union Commission in 2015, is a strategic framework for the socio-economic transformation of Africa over the next 50 years. It builds on, and aims to accelerate implementation of past and existing continental initiatives for growth and sustainable development. Agenda 2063 has the following aspirations:

- An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's renaissance
- An Africa of good governance, democracy, respect for human rights, justice and the rule of law; a peaceful and secure Africa
- An Africa with a strong cultural identity, common heritage, shared values and ethics
- An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children
- An Africa that is a strong, united and influential global player and partner. These aspirations have priority areas aligned to the SDGs

The 2007 Ministerial Round Table – African Road Safety Conference was held in Ghana. The conference declared road safety as a health, transportation, enforcement, education, and development priority and encouraged member states to substantially reduce the causes and risk factors associated with road crashes. These include the non-usage of safety belts and child restraints; driving under the influence of alcohol and drugs; not using helmets; inappropriate and excessive speed; the lack of safe infrastructure and the use of mobile phones among other contributory factors. The Southern African Development Community (SADC) undertook to support the Moscow Declaration and adopt the Decade of Action Global Plan approach to address the increasing road trauma.

2.3 Local policy instruments

The development of the strategic imperatives of the RTMC are informed by government's key priorities adopted by Cabinet through the National Road Safety Strategy (NRSS). These plans and frameworks apply:

2.3.1 National Development Plan (NDP)

The point of the NDP is to write a new story for South Africa by outlining the vision for 2030. The below priorities are closely linked to the mandate of the Corporation:

PRIORITY 8 (HEALTH CARE FOR ALL)

The NDP sets out a target to reduce accidents (motor vehicle crashes), injuries and violence by 50% from 2010 levels, thus providing a clear direction on the need to focus on safety matters involving all road users. The NDP outlines the following factors for monitoring and control:



Figure 5: NDP factors

The priority is linked to Corporation's mandate to enhance the overall quality road traffic service provision, and to ensure safety, security, order, discipline and mobility on roads.

PRIORITY 10 (BUILDING SAFER COMMUNITIES)

The NDP outlines the key delivery for this priority as strengthening the criminal justice system by ensuring co-operation between all departments in the justice crime prevention and security cluster.

PRIORITY 12 (FIGHTING CORRUPTION)

The NDP recognises corrupt practices as a phenomenon where clear and decisive action must be taken, and where the rule of law and compliance must be upheld. High levels of corruption, especially within the traffic fraternity, place a negative perception on the law enforcement fraternity. The Corporation combats fraud and corruption through an integrated approach and resilient anti-corruption strategy and structures.

2.3.2 Medium-Term Strategic Framework (MTSF)

The Medium-Term Strategic Framework is one of governments key means of annually tracking progress towards achievement of the NDP 2030. As a result, the Corporation's Strategic Plan (SP) and Annual Performance Plan (APP) must be aligned to the MTSF to enable its implementation.

In the current strategic cycle, informed by the COVID-19 pandemic outbreak and the declaration of a National State of Disaster on 15 March 2020, the MTSF was revised. In the main the revisions considered:

- Reprioritisation of plans and budgets in response to the pandemic, which had a devastating impact on the health, social and economic aspects of the lives of South Africans
- Measures related to the R500 billion relief package as unveiled in the supplementary budget
- The launch of the Economic Reconstruction and Recovery Plan (ERRP) on 15 October 2021, which sought to restore economic growth and employment



The 2019-2024 MTSF outlines the seven priorities binding all government departments as:



Figure 6: NDP Priorities

Therefore, priority 1 and priority 6 align closely to the RTMC's mandate. The RTMC gave effect to these priorities by implementing these initiatives.



Figure 7: Alignment of MTSF priorities

2.3.3 Institutional policies and strategies over the five-year planning period

The following are some of the key policies and strategies that the Corporation subscribes to:

THE DEPARTMENT OF TRANSPORT KEY PRIORITIES

The strategy of the DoT has been guided by five strategic priorities that define the work of the Department and the political agenda over the term of this administration. The following key five priorities have been identified which will guide the effort of the sector:



Figure 8: DoT priorities

The Corporation aligned its key strategic deliverables to DoT priorities.

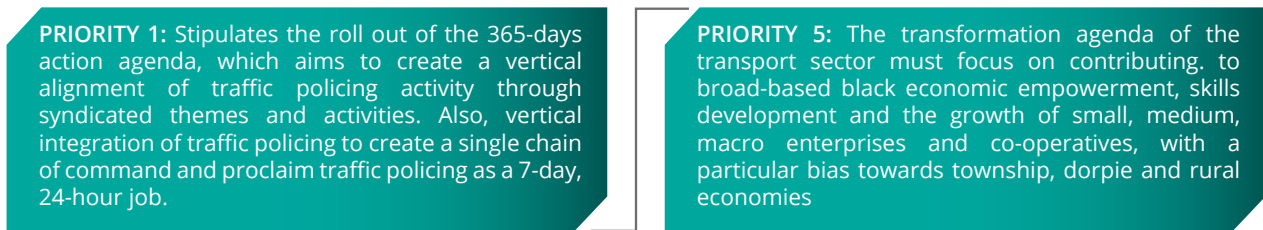


Figure 9: RTMC strategic deliverables aligned to DoT priorities

NATIONAL ROAD SAFETY STRATEGY (NRSS)

Led by the RTMC, the National Road Safety Strategy for the period of 2016-2030 is a product of national and international policy on road safety. Its purpose is to enable the reduction of fatalities and crashes on the country's roads through effective action by all South Africans. The NRSS vision is for "Safe and Secure Roads" and aims to reduce road fatalities by 50% from the 2010 baseline, by 2030. To achieve this, the NRSS recognises four areas requiring critical intervention:

- (1) Road user behaviour
 - (2) Effective leadership, management and co-ordination
 - (3) Data and knowledge management
 - (4) Road infrastructure and design.
- The responsibility for implementing the NRSS is shared across several key road safety entities.



3. Updates to relevant court rulings

3.1 Road Traffic Management Corporation (applicant) and Tasima (Pty) Limited (respondent) (Case CCT 86/19)

The matter between the RTMC and Tasima on the transfer of former Tasima employees was heard on 13 August 2019 and decided on 4 August 2020. The court found:

“The first judgment found that the operation, maintenance and management of the eNaTIS was Tasima’s sole business and that it was this business that was transferred to the RTMC. The RTMC took over Tasima’s business ‘as is’, immediately after the transfer, carrying on the business on the same premises, using the same assets, performing an identical function and rendering the same services. The first judgment accordingly held that the transfer of the eNaTIS constituted the transfer of a business as a going concern for the purposes of section 197 and dismissed the appeal.”

3.2 Organisation Undoing Tax Abuse (applicant) and Minister of Transport (first respondent), Minister of Co-Operative Governance and Traditional Affairs (second respondent) Road Traffic Infringement Authority (third respondent), Appeals Tribunal (fourth respondent) (Case No: 32097/2020)

The matter on the constitutionality of the AARTO and Amendments Act and was heard in October 2021 and judgment was handed down on 13 January 2022. The court found:

“The AARTO and Amendments Act unlawfully intrude upon the exclusive executive and legislative competence of the local and provincial governments, respectively, and as such the two Acts are unconstitutional.”

PART

Our Strategic Focus

b

PART B: OUR STRATEGIC FOCUS

4 Vision, mission and values

4.1 Vision

The Road Traffic Management Corporation's vision is:

"SAFE ROADS IN SOUTH AFRICA"

4.2 Mission

The Corporation endeavours to ensure safe, secure and responsible use of roads in South Africa through:



4.3 Values

The Corporation's values emanate from the Constitution of the Republic of South Africa. They emphasise the organisation's commitment to law and order and service delivery.

VALUES	MEANING
Integrity	The pledge to execute the Corporation's responsibilities in an ethical, truthful, and accurate manner consistent with the professional discipline of law enforcement, order, discipline and mobility on our roads
Accountability	Undertaking to be open, honest and accountable as law enforcers and road safety champions
Transparency	Subscribing to the principles of good governance and the facilitation of free and reasonable access to information within the confines of applicable prescripts
Teamwork	Establishing and maintaining shared goals by building internal and external relationships. Emphasising working together by providing support through collaboration while upholding dignity and respect between and among partners

Table 6: Values and meaning



5 Updated situational analysis

The RTMC is a schedule 3A government entity with the primary mandate of contributing to overall road safety and responsible road usage. This mandate is executed through the establishment and effective governance of the road management system. The RTMC shares the responsibility for safe roads with other spheres of government, business, community groups and individuals. The strategic direction of the RTMC over the five-year planning period was built on a clear understanding that collective effort from key stakeholders is required to meaningfully reduce road fatalities on South African roads and a recognition that the RTMC’s role is imperative as the lead road safety agency.

The situational analysis provides an overview of the external environment the organisation operates in and the conditions within its internal environment. Methods of analysis used include global road traffic environment benchmarking, analysis of the external operating environment, reporting documents, current statistical data and trends as well as inputs from key stakeholders.

5.1 External environment analysis

The objective of the external environmental analysis is to ascertain how changes in the operating environment impact the RTMC and influence its overall trajectory. Accordingly, the analysis is divided into two sections: (1) An overview of the global context (2) A deep dive into the South African context and the three main contributors to road crash fatalities, namely: human, vehicle and road and environmental factors.

5.1.1 Impact of COVID-19

On 11 March 2020, the World Health Organisation declared COVID-19 (Coronavirus) a global pandemic. South Africa initiated a National State of Disaster in terms of the Disaster Management Act on 15 March 2020, followed by various regulations to support physical distancing aligned to the alert levels. This pandemic had an impact on the operations of the corporation:

CORE FUNCTION	CONTEXT
Training provisioning	Closure of colleges
Research and development	Collection of research data
Law enforcement operations	Reduced traffic volumes
Law enforcement Inspectorate	Reduced traffic volumes

Table 7: Impact of COVID-19 on operations

The impact of forthcoming waves is still to be felt. Countermeasures adopted by the country include the vaccine rollout in which appropriate strategies informed by lessons learnt will be adopted for implementation.

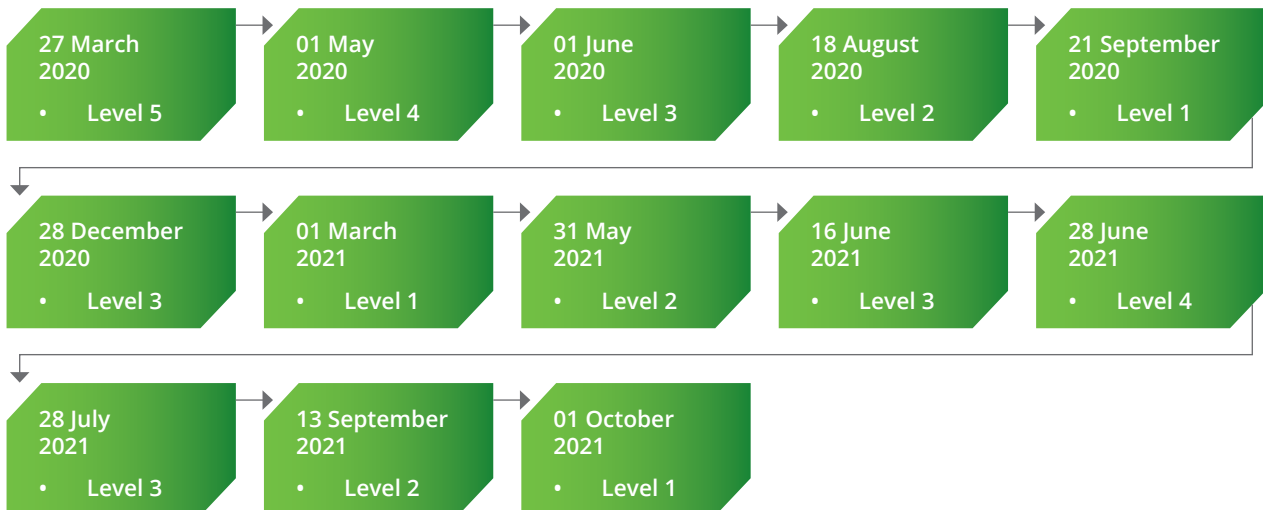


Figure 10: Lockdown timeline

Some of the measures introduced to mitigate the negative impact of the pandemic included but were not limited to the following:

- Limited contact with persons who may be infected
- Prohibition of gatherings of more than 100 people
- All non-essential domestic travel, particularly by air, rail, taxis, and bus discouraged
- Closure of premises for decontamination where positive cases of COVID-19 have been identified
- Quarantine for people who were in close contact with people who might have been or tested positive for COVID-19

5.1.2 Global context – road safety

The World Health Organisation (WHO) estimates that the number of people who die annually in road crashes worldwide to be 1.35 million, with an estimated 20 to 50 million additional non-fatal injuries every year. This has made road traffic injuries the eighth leading cause of deaths globally up from tenth in 2000, surpassing HIV/AIDS, tuberculosis, and diarrhoeal diseases in the process. The most affected age group globally is children and young adults aged between 5 and 29-years-old with road traffic injuries the leading cause of death within this age group. This highlights an urgent need for a shift in the current child health agenda, which has largely neglected road safety for children and young adults as a priority.

Road traffic deaths are also closely linked to income levels as shown by the significantly higher road traffic accidents in low – and middle – income countries which together accounted for 93% of the total road traffic deaths, this despite only having 76% of the world’s population and 60% of the world’s vehicles. The current speed at which low-and middle-income countries are motorising is surpassing the rate at which key road safety legislation and proper road infrastructure is developed to improve road safety.

Rates of road traffic death per 100 000 population by WHO regions: 2013 vs 2016

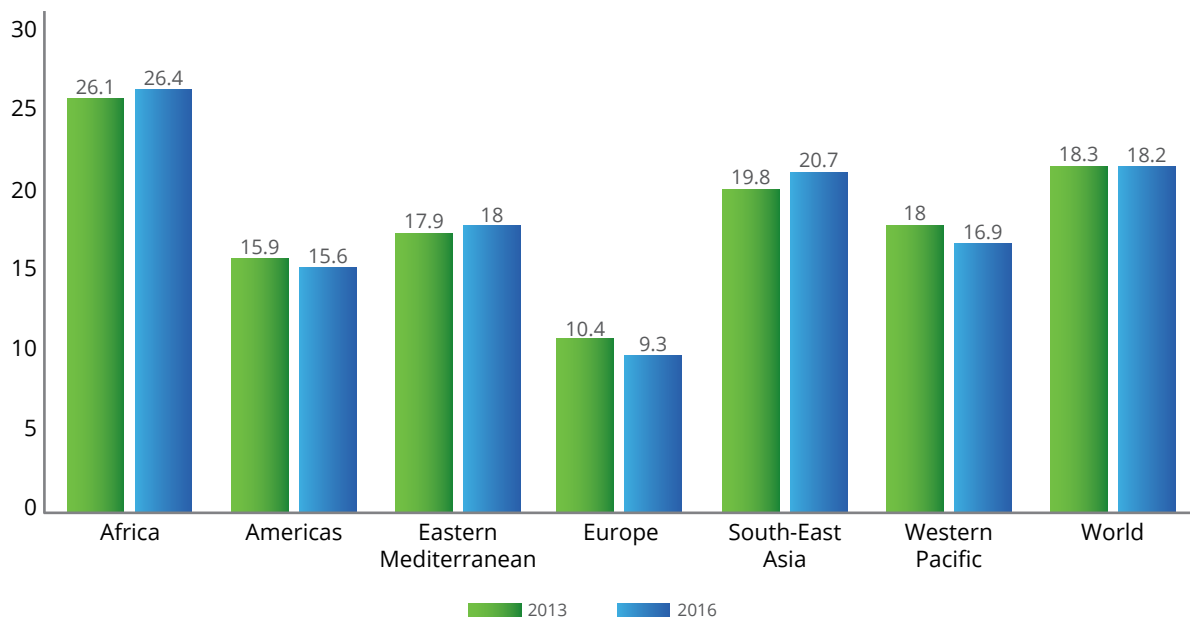


Figure 11: Rates of road traffic death per 100 000 population by regions: 2013 vs 2016

Globally vulnerable road users – broadly categorised as pedestrians, cyclists and motorcyclists – account for over half of road accidents. This is increasingly necessitating greater consideration of vulnerable road users in the planning, design and operation of roads to reduce the number of deaths.

Despite the concerning increase in the absolute numbers of road traffic deaths, a look at the rate of road traffic deaths globally relative to the size of the world’s growing population shows stabilisation and a decline relative to the number of motor vehicles. The minimal progress in the fight against road traffic accidents means that the SDG target of halving the number of global deaths and injuries from road traffic accidents by 2020 is far from being achieved and more action is required.

The 2018 Global Status Report on Road Safety by World Health Organisation (WHO) indicates a slight decrease in the rate of death per 100 000 population from 18.8 to 18.2 despite the number of road traffic deaths increasing to 1.35 million.

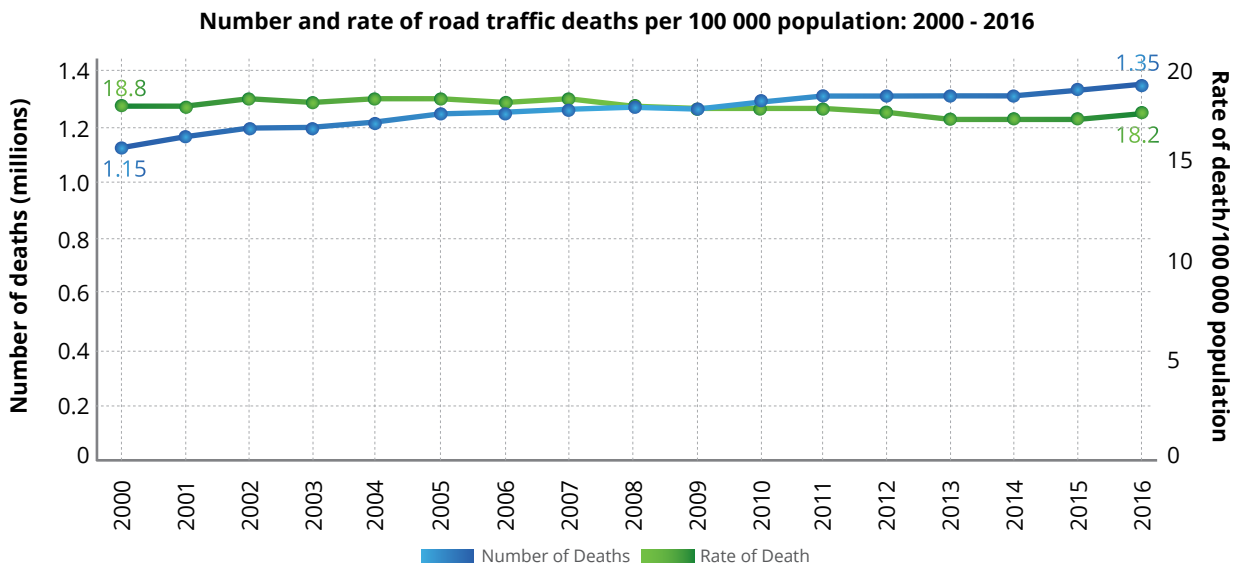


Figure 12: Number and rate of road traffic deaths per 100 000 population: 2000 – 2016

The report also highlights that despite the steady increase in the number of vehicles worldwide the rate of death for every 100 000 vehicles significantly declined from 135 per 100 000 vehicles in the year 2000 to 64 in 2016. This represents a more than 50% reduction in the last 15 years and suggests significant progress has been made by the various intervention efforts.

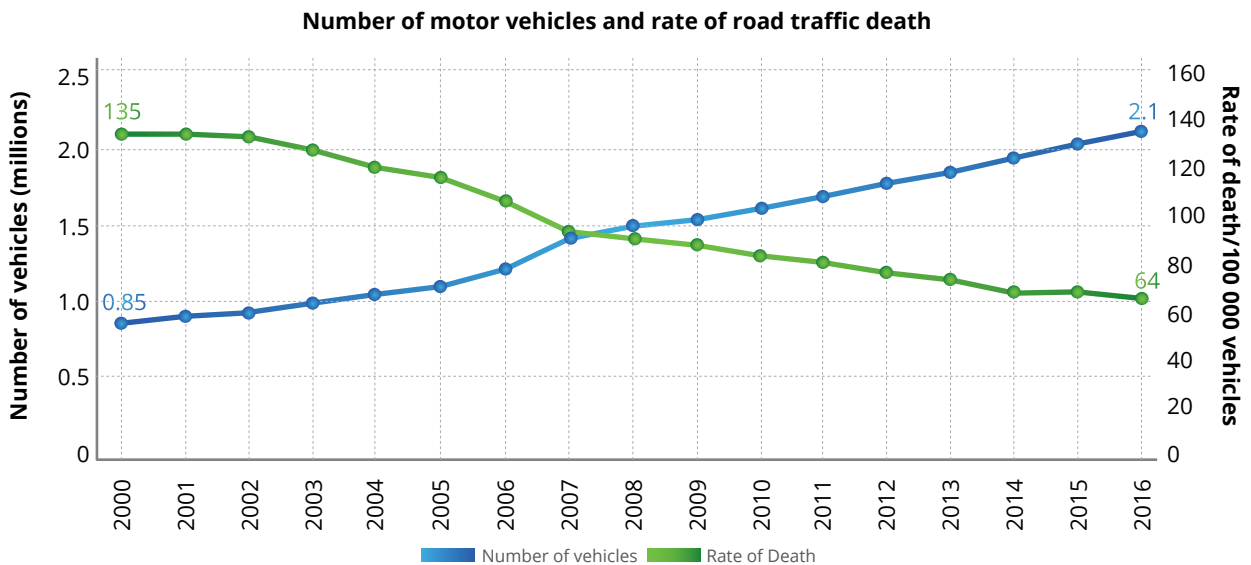


Figure 13: Number of motor vehicles and rate of road traffic death per 100 000 vehicles: 2000-2016



5.1.3 South Africa context – road safety

In 2020, road traffic fatalities in South Africa were at 9 961 from 12 503 from fatal crashes in 2019 representing a 20% decrease in fatalities between the two years. The decline in road traffic fatalities is a result of the impact of the COVID-19 pandemic as there was limitation on travel which resulted in reduced traffic volumes.

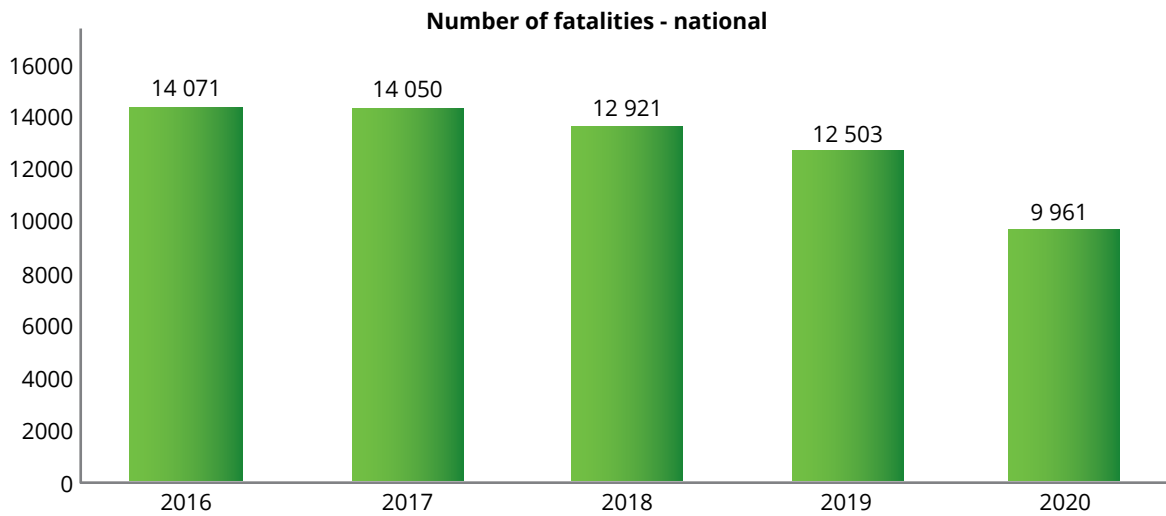


Figure 14: Number of road fatalities and 2030 target

The table below shows a comparison of fatalities per province for the two years (2019 and 2020). The decrease in the national number of fatalities was registered across all provinces. The highest reduction by percentage was registered by the Free State -25% followed by Gauteng with -24%.

NUMBER OF FATALITIES PER PROVINCE										
Year	EC	FS	GP	KZN	LI	MP	NC	NW	WC	RSA
2019	1 603	860	2 453	2 331	1 496	1 343	384	855	1 178	12 503
2020	1 336	647	1 855	2 031	1 161	1 046	265	720	908	9 969
Change	-267	-213	-598	-300	-335	-297	-119	-135	-270	-2 534
% Change	-17	-25	-24	-13	-22	-22	-31	-16	-23	-20

Table 8: Number of fatalities per province (2019 & 2020)

Road fatalities are defined when a person or persons is killed during or immediately after a crash, or within 30 days after a crash has happened. RTMC's State of Road Safety Calendar Report provides a detailed analysis of road fatalities by number and percentage distribution per road user, gender, race and per age.

An analysis of the characteristics of road fatalities in the country highlight some of the challenges in the South African context. These are exemplified by the disproportionate numbers of fatalities by gender and road user type. Males continue to represent the highest number of fatalities by gender accounting for 75% and pedestrians continue to be the most affected road user category with a 40% share of road fatalities. In terms of fatalities per race the statistics show that Africans record the most fatalities with a percentage above 80% while other racial groups remain below 10%. This is to be expected, according to data from Stats SA 2018 estimations, the African population represents approximately 80.9% of the country's total population followed by Coloured's 8.8%, White's 7.8%, and Asians and Indians accounted for 2.5% of South Africa's total population.

In terms of road fatalities per age and per road user type for the period January to December 2020, the highest fatalities for drivers were recorded for age group 25 to 44 years and for passengers 20 to 39 years. Most fatalities for pedestrians were recorded between the ages 25 to 39 years.

There are several reasons for these trends such as, spatial planning, rapid urbanisation, poor safety standards, lack of enforcement, people driving distracted or fatigued, others under the influence of drugs or alcohol, speeding and a failure to wear seatbelts or helmets. The RTMC is committed to raising awareness of road safety for all user groups and across all age groups but recognises the need for more interventions targeted at pedestrians and the youth in line with identified hazardous areas.

Characterisation of fatalities (2020)

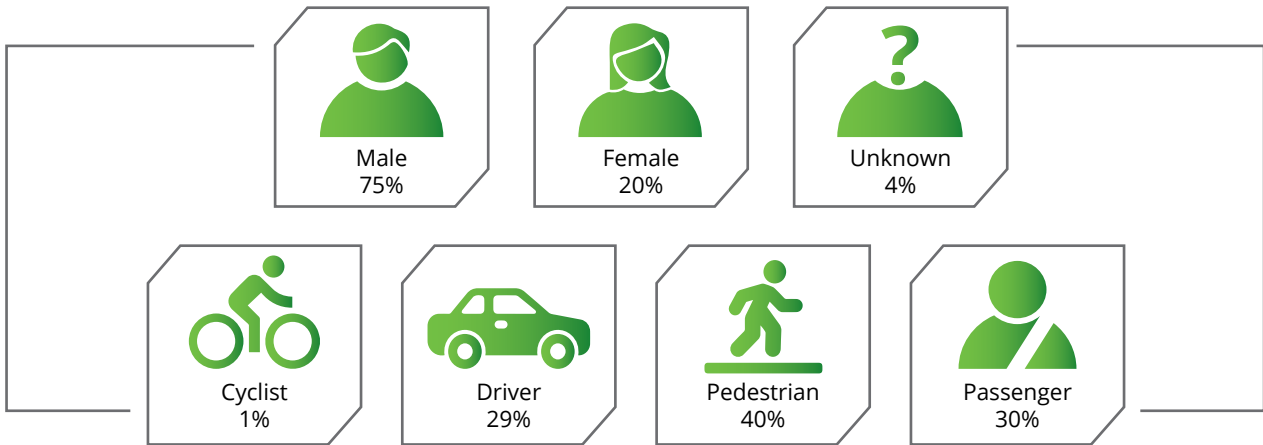


Figure 15: Characterisation of Road Fatalities (2020)

COUNTRY ROAD SAFETY CHALLENGES

The contributory factors for fatal crashes can be classified into three categories human, vehicle and road and environmental factors. Figure one shows an analysis of the contributory factors to fatal crashes, which shows human factors is the highest contributor.

Contributing factors to fatal road crashes 2019 vs 2020

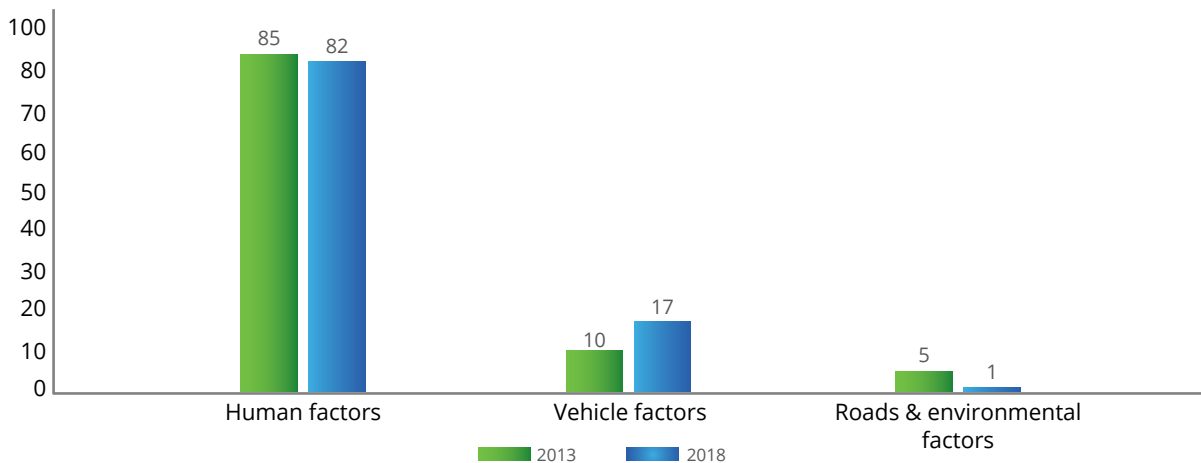


Figure 16: Contributing factors to fatal road crashes 2019 vs 2020

HUMAN FACTORS

Human factors are the biggest contributors to road fatalities and can be defined as stable, general human abilities and limitations that are valid for all users regardless. Examples of human factors that most lead to crashes and death are:

CONTRIBUTORY FACTORS	
<ul style="list-style-type: none"> Failed to keep vehicle under control Unsafe/illegal U-turn Jaywalking pedestrians Hit and run crashes Failed to keep a proper lookout 	<ul style="list-style-type: none"> High speed Overtaking in the face of oncoming traffic Drunk driving or driving while on drugs Driver fatigue Usage of cell phones while driving

Table 9: Contributory factors

VEHICLE FACTORS

The number of registered vehicles decreased by 3 896 (0.03%) from 12 701 629 on 31 December 2019 to 12 697 733 on 31 December 2020. Examples of vehicle factors that contribute to road crashes are:

- Tyre bursting prior to the crash occurring
- Tyre thread separation caused by sudden tyre deflation
- Mechanical failure – stabiliser bar on steering axle

ROADS AND ENVIRONMENTAL FACTORS

Roads and environmental factors as a contributing factor of fatal road crashes decreased by 4%. Sharp bends are the leading contributors in the number of road and environmental related fatal crashes.

Fatal crashes per day of the week 2019 vs 2020

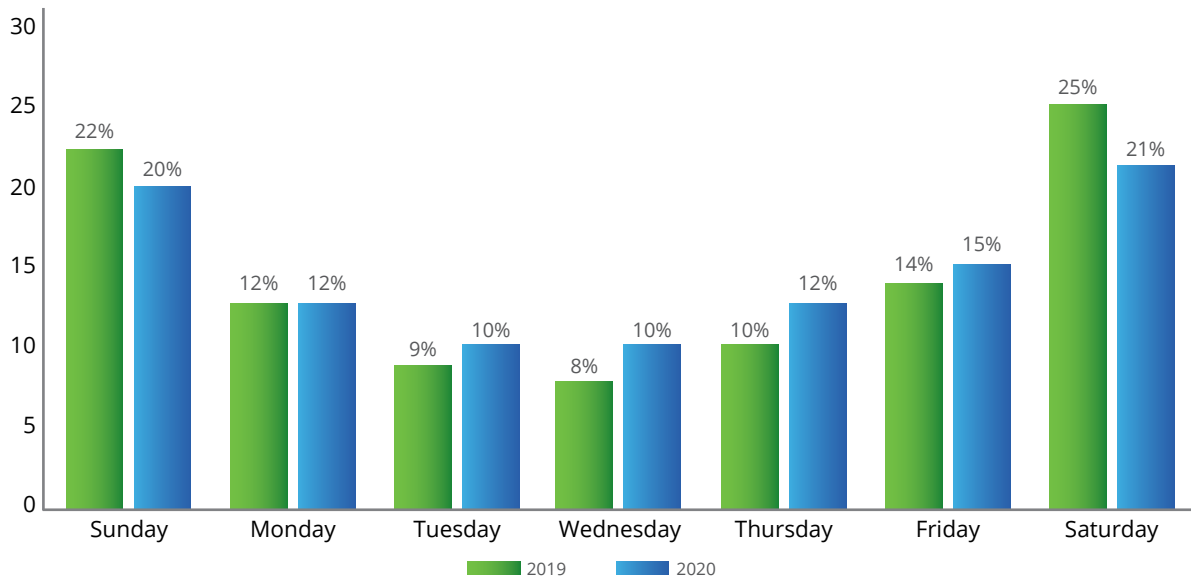


Figure 17: Fatal crashes per day of the week 2019 vs 2020

ADOPTION OF THE SAFE SYSTEM APPROACH

There are several guiding assumptions and principles to this approach:

- People make mistakes: Humans will continue to make mistakes, and the road transport system must accommodate these. The road transport system should not result in death or serious injury because of road error.
- Human physical frailty: There are known physical limits to the amount of force our bodies can take before we are injured.
- A ‘forgiving’ road system: A Safe System ensures the forces in collisions do not exceed the limits of human tolerance. Speeds must be managed so that humans are not exposed to impact forces beyond their physical tolerance. System designers and operators need to consider the limits of the human body in designing and maintaining roads, vehicles and speeds.

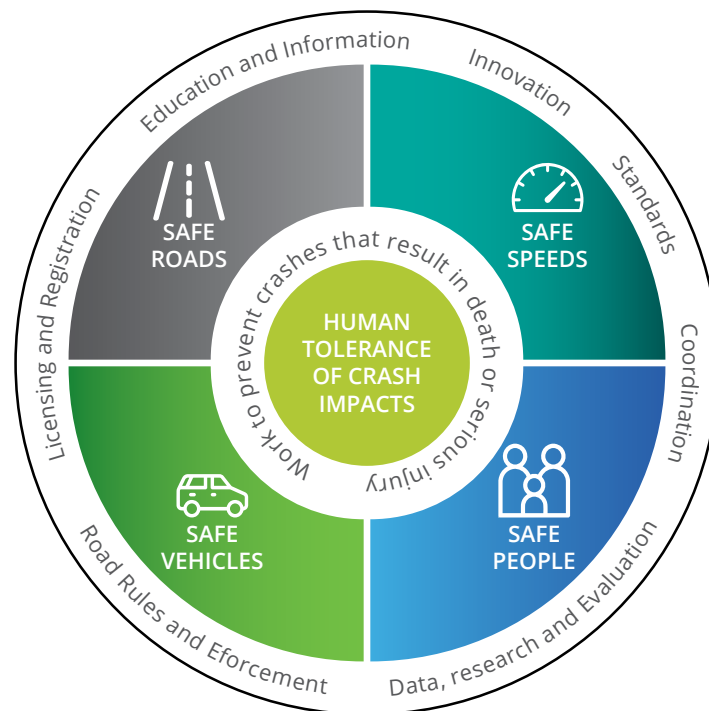


Figure 18: A safe system approach to road safety

5.2 Internal environmental analysis

5.2.1 Organisational structure implementation

Organisational performance is largely determined by how well the organisation is configured to deliver on its mandate and execute its strategy. For the organisation to deliver its plans and achieve set targets, the strategy and the organisational structure must be seamlessly woven together. The RTMC’s review of the strategy revealed the need to review the organisational structure to streamline functions. The strategic intent of the review process was to ensure alignment of the organisational structure to the mandate and purpose of the RTMC, and to provide the appropriate operating model to increase sustainability and enable the RTMC to continue operating as a viable going concern.

The organisational structure was developed, approved and implemented. The process ensured the functions required to enable the Corporation to deliver on its mandate and operate as viable going concern were established. The structure also caters for anticipated future functions that may be transferred to the Corporation. Below is the approved organisational structure.

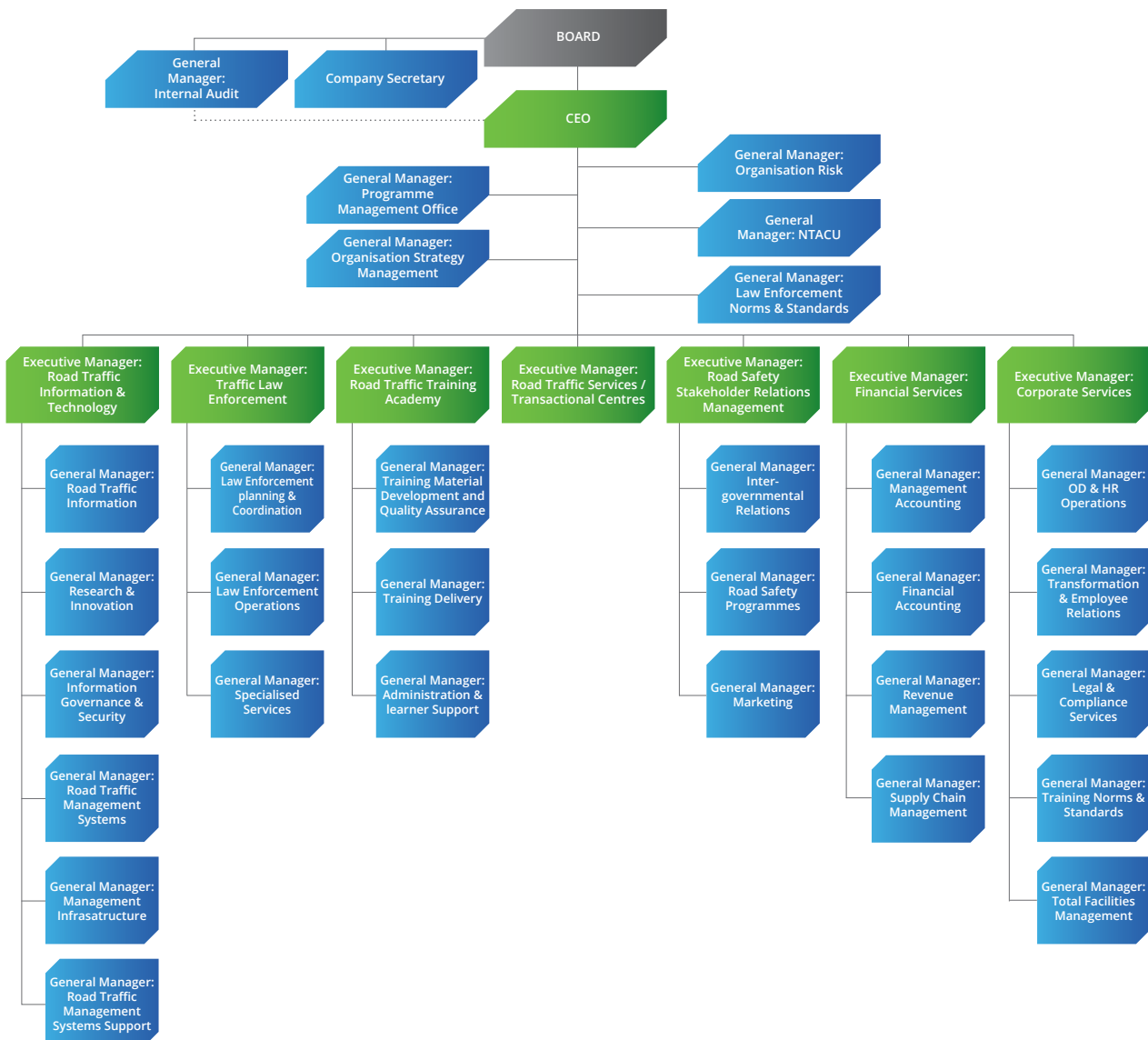


Figure 19: Organisational structure of the RTMC

5.2.2 Strategic projects

Key strategic projects have over the years been identified that support the implementation of the Corporation's strategic objectives and aggregated in response to the NDP and DoT priorities. Figure 20 shows the need for linkages between the strategic objective and strategic projects. This aims to bring about alignment between the Corporation's strategic objectives and strategic project for value creation in service delivery.

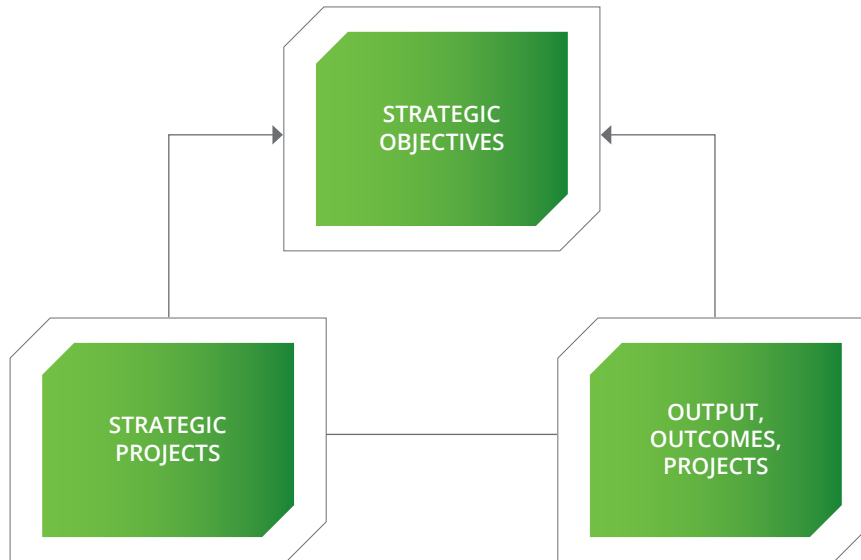


Figure 20: Contribution of output, outcomes, projects to strategic objectives

The projects seek to achieve:

- Effective and efficient implementation of road safety programmes
- Digitisation of the road traffic environment
- Improve the credibility and accuracy of road traffic data
- Implementation of revenue streams
- Harmonisation and standardisation of road traffic environment
- Infrastructure upgrades and development



Table 10 below details all the projects that are aligned to the different programmes:

Programme 1	National Road Safety Strategy
	Implementation of road safety curriculum in collaboration with Department of Education
Programme 2	Onboarding of traffic trainees
Programme 3	End -to-end solution for traffic environment
	Introduction of impound facility
	Review of traffic law enforcement
	Development of the National Road Traffic Law Enforcement Code and implementation plan
	Implementation of 24/7 Traffic Law Enforcement
	Audit of DLTC and VTC
Programme 5	Introduction of revised road traffic information methodology
	STATS SA NSS
	Infrastructure refresh
	NaTIS intergration
	Enterprise resource planning (ERP)
	NaTIS point of sales
	National Road Traffic Offences Register
	NaTIS regional intergration
Programme 6	Boekenhoutkloof College upgrade
	Permanent office accommodation
	Reclassification of traffic offences
	Performance management system
	Productivity study
	Talent management strategy
	Introduction of revenue streams
	Due diligence at DLTC and VTC

Table 10: Projects per programme¹



¹ Programme 4 does not have any strategic projects for the period

5.2.3 RTMC priorities

As part of the planning process, informed by the environmental context and a SWOT analysis, the Corporation identified priorities for implementation in the current year. This suggests the Corporation's efforts should be directed towards the realisation of priorities as listed below:

- PRIORITY 1: Transfer of the three functions
- PRIORITY 2: Revenue generation and commercialisation
- PRIORITY 3: Creation of partnerships with the public and private sectors
- PRIORITY 4: Integrate, innovate and modernise business processes
- PRIORITY 5: Restructure and rationalise (upskilling and multiskilling)
- PRIORITY 6: Regional expansion
- PRIORITY 7: Balancing security, safety and the economy in traffic enforcement

Table 11: RTMC priorities

5.2.4 Finance performance

The RTMC has seen developments towards the generation of new revenue streams in efforts to become self-sustainable. The online licence renewal revenue stream has been approved by the National Department of Transport and National Treasury. Regulations have been published in this regard with implementation effected in February 2022. Most of the Corporation's current revenue is generated from non-exchange transactions including transaction fees, infringements, and the government grant. The Corporation's total revenue has increased by 7% Compound Annual Growth Rate (CAGR) over the past five years, while the compensation of employees increased by 11% CAGR. Compensation of employees as a percentage of revenue increased by a 4% CAGR over the same time frame. Employee-related costs have been increasing at a faster pace than revenue generation over the five-year period, which puts the RTMC under significant cost pressures. A contributing factor to this misalignment is also the workforce needed to enable the implementation of new revenue streams superseding the actual implementation and revenue generation. Below are illustrations of revenue, the staff complement and employee-related costs growth patterns over the past five financial years.

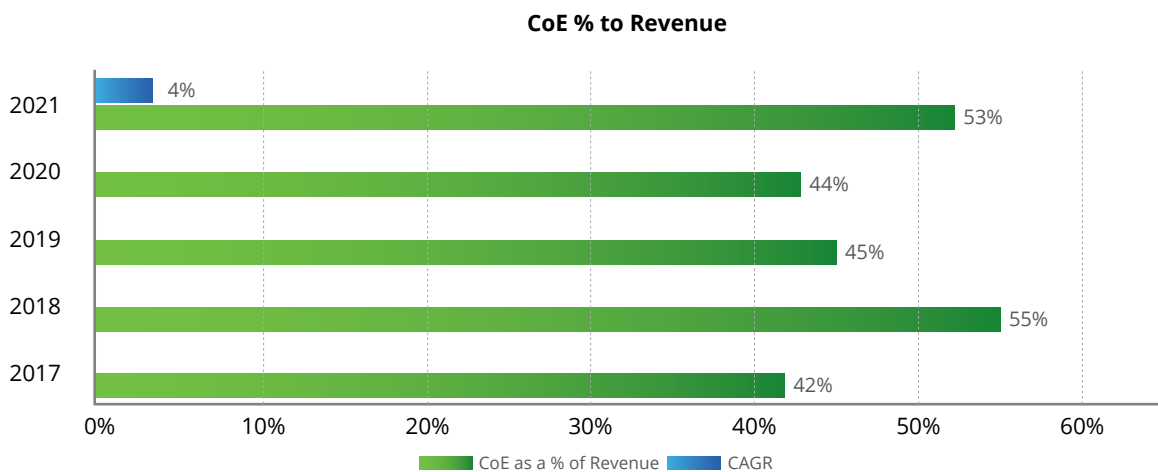


Figure 21: CoE % to revenue

The graph below shows the direct correlation between the increase in employee numbers and employee costs over the five years:

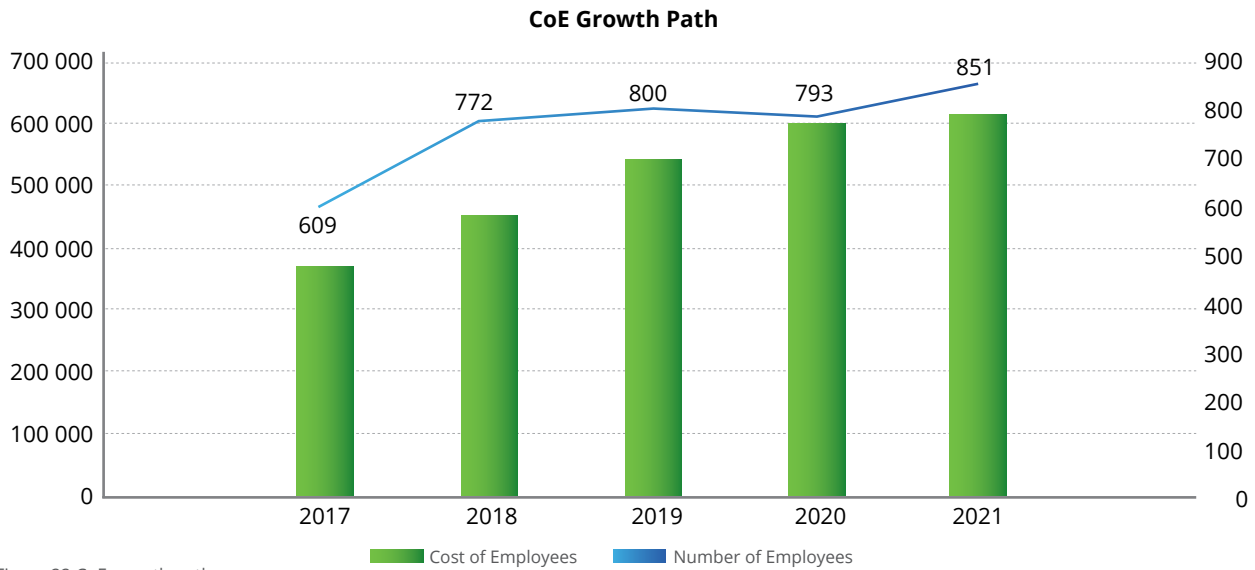


Figure 22:CoE growth path

5.2.5 Organisational performance

The organisational performance of the Corporation from 2016/17 to 2020/2021 is provided below.

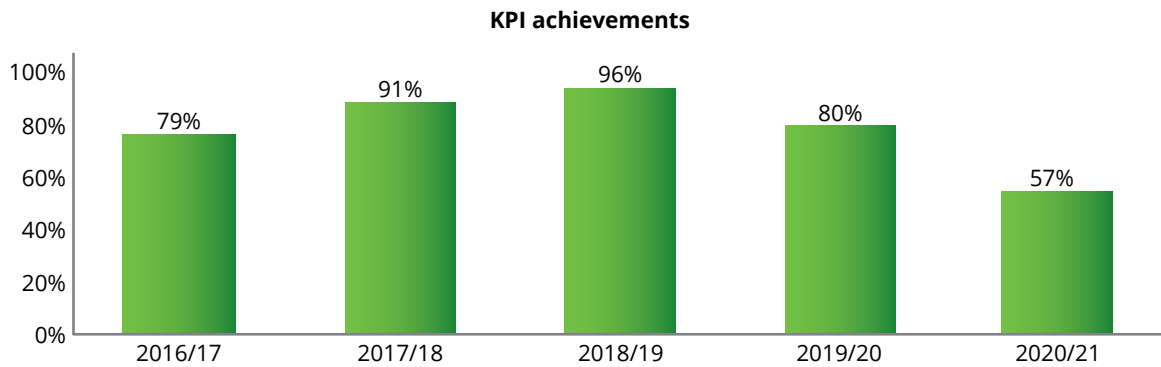


Figure 23: Organisational performance over five years

The Corporation only managed to attain 57% of its set targets in the 2020/2021 financial year, which is the first year of the current strategic cycle 2021-2025; this is a regression in comparison to the recorded performance of 80% in the previous financial year. The negatively impacted areas include Training of Traffic Personnel, Law Enforcement Operations and Financial Services where external factors played a decisive role. The fourth area related to Strategic Services where internal challenges delayed implementation of deliverables. Consistent performance was achieved in Traffic Intelligence, Road Safety Stakeholder Relations Management and Human Capital.

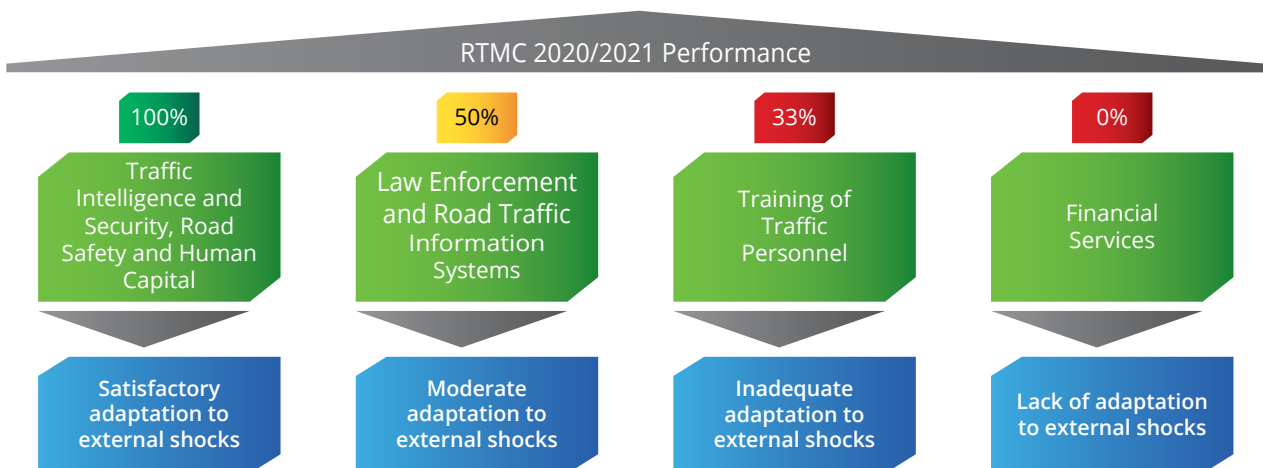


Figure 24: RTMC Performance

Stakeholder Management is a key focus area for the Corporation in ensuring delivery of outputs. The implementation of the stakeholder management strategy will ensure all echelons of society participate and advocate for a more road safety conscious society and that collaboration within the sector can result in speedy and quality delivery of products and services. The management of the NaTis system has led to the operationalisation of two DLTC by the Road Traffic Management Corporation as an agent of the Gauteng province.

5.2.5 SWOT analysis

A strengths, weaknesses, opportunities and threats (SWOT) analysis reveals key areas of concern and opportunities for improvement.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Stable leadership in the form of Board of Directors and executive team to deliver on the mandate and strategic plan • Historically sound financial performance that provides a solid platform for new growth opportunities • Confirmed mandate that the Corporation is the lead agency in road traffic matters • Empowering legislation, strategy and policies • Management of the National Transport Information System infrastructure 	<ul style="list-style-type: none"> • Inability to directly impact the number of road accident fatalities • Limited financial resources to carry out functions and mandate • Inconsistent performance • Fragmented operational alignment • Fragmented stakeholder relations • Corporate culture that is not geared towards a high performing organisation • Multi-layered approval on the implementation of initiatives resulting in delays
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Reduced traffic volumes (e.g. working from home, collaborative consumption such as carpooling and mobility as a service) at certain times provide an opportunity to reduce road crash fatalities • Potential to extract greater value from new/existing partnerships • Implementation of a new operating model • Implementation of an organisation wide change management programme towards an agile organisation • Expanding services to the Africa region • Digitisation of services and the internal working environment • Implementation of new revenue streams • Implementation of sustainability initiatives 	<ul style="list-style-type: none"> • Unpredictable driver behaviour (reckless driving) causing major accidents • Limited compliance or unwillingness of individuals to comply with law • Fraud and corruption undermining interventions and damaging reputation of RTMC as a law enforcer • Disruptions in the political leadership • The impact of organisational realignment on internal operations • Threat of black swan events including COVID-19 pandemic

Table 12: SWOT analysis



PART

Measuring our Performance

C

PART C: MEASURING OUR PERFORMANCE

6 Institutional programme performance information

The programme structure has been updated. The Corporation previously had five programmes: operations, law enforcement, traffic intelligence and security, strategic services, and support services. The new programme structure is:

The figure below depicts the new/revised programme structure of the Corporation:



Figure 25: Revised programme structure

PROGRAMME 1: Road Safety, Marketing and Stakeholder Relations

PURPOSE: The purpose of the programme is to ensure provision for a safe environment through road safety education. Within this programme there is also stakeholder management, which is integral to the mandate of the Corporation. The programme includes:

- Road Safety
- Stakeholder Relations Management
- Marketing

PROGRAMME 2: Training of Traffic Personnel

PURPOSE: To provide the requisite training for road traffic personnel through curriculum implementation and specialist courses for new and existing road traffic personnel.

PROGRAMME 3: Law Enforcement

PURPOSE: The purpose of the programme is to embark on law enforcement operations in an integrated and co-ordinated manner. The programme includes National Traffic Police interventions and inspections as per the CBRTA Act.

PROGRAMME 4: Traffic Intelligence and Security

PURPOSE: The programme focuses on anti-fraud and corruption prevention strategic programmes undertaken to enhance efficiency, transparency and accountability. Investment in new technologies will play a pivotal role in promoting the prevention of fraud and corruption in the road traffic environment.

PROGRAMME 5: Road Traffic Information and Technology

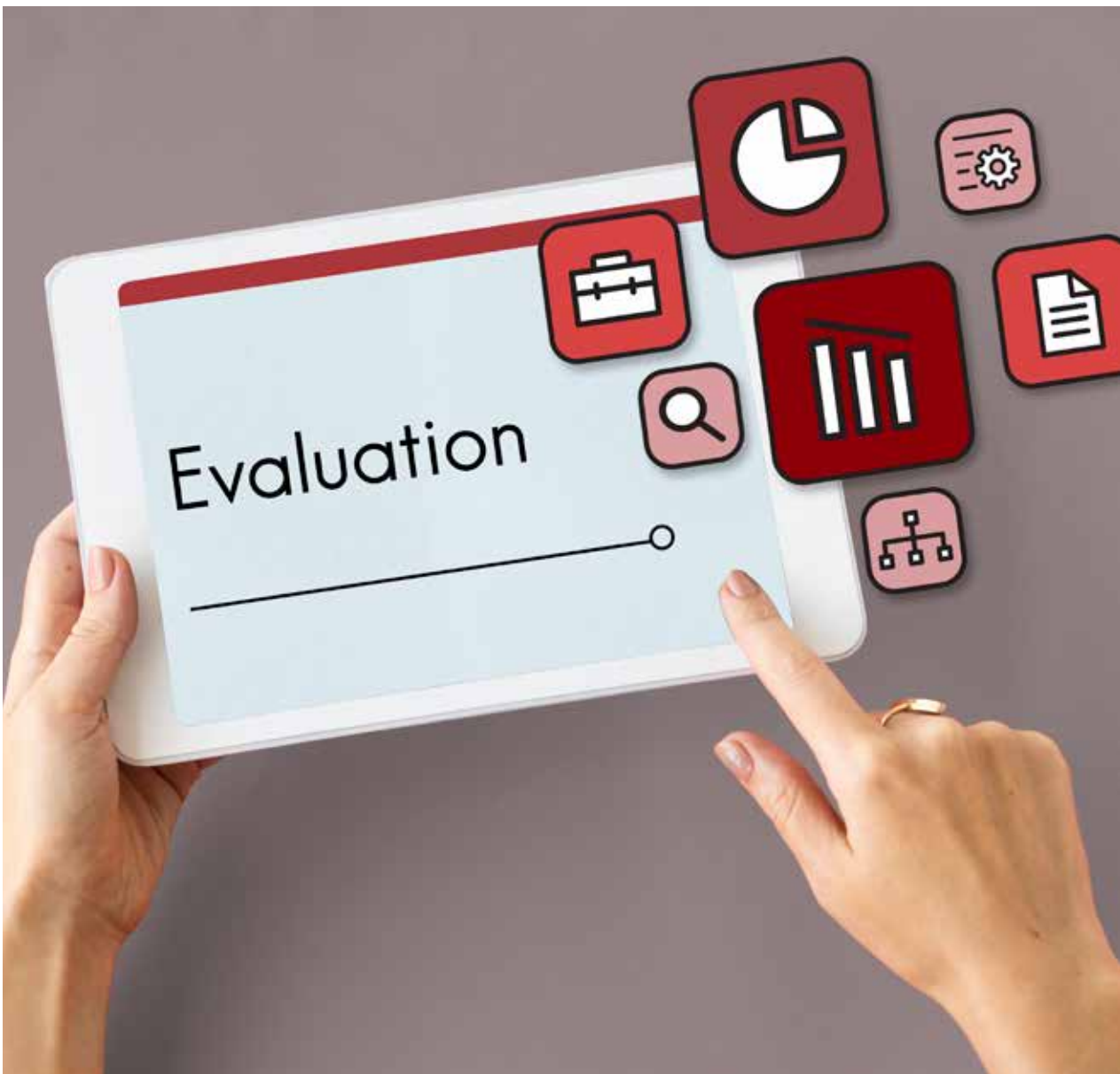
PURPOSE: The programme has both an internal and external outlook and provides strategic services to the Corporation. The programme includes:

- Research and Engineering
- Road Traffic Information
- Road Traffic Information Systems
- Information Technology

PROGRAMME 6: Support Services

PURPOSE: The purpose of this programme is to provide the Corporation with the overall management and administrative services required to deliver on its mandate in a sustainable, effective and efficient manner. The programme includes:

- Financial Services
- Corporate Services
- Legal Services
- Human Resources
- Office of the CEO



7 Measuring outputs

7.1 Outcomes, outputs, performance indicators and targets

OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS							
			AUDITED/ACTUAL PERFORMANCE				ESTIMATED PERFORMANCE		MTEF PERIOD	
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Reduced Road Fatalities	Improved intelligence on the road traffic environment	Number of state of road safety reports published	7	7	2 state of road safety reports published and methodology on serious injury approved by the Board	-	1	1	1	1
			3	3	3	4	1	3	3	
	Enhanced law enforcement	Number of research studies published	1 364	1 863	4 322	4 752	3 186	3 345	3 513	
			278 745	320 204	332 424	325 000	325 000	341 250	358 312	
	Create awareness on road safety matters	Number of road safety educational programmes implemented	3	3	4	4	3	4	4	
			100%	100%	100%	100%	100%	100%	100%	
	Reduced fraud and corruption	Percentage of reported fraud and corruption complaints investigated	New indicator	100	130	160	190	220	220	
			New indicator	New indicator	25	100	120	130	130	
	Number of vehicle testing stations utilising digitised roadworthiness testing sheet form	Number of self-initiated fraud and corruption cases investigated	New indicator	New indicator	0	100	120	130	130	
			New indicator	New indicator	0	100	120	130	130	

OUTCOMES	OUTPUTS	OUTPUT INDICATORS	ANNUAL TARGETS							
			AUDITED/ACTUAL PERFORMANCE				ESTIMATED PERFORMANCE			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
High-performing organisation	Professionalisation of the road traffic safety fraternity	Number of traffic officer modules delivered to existing traffic officers	6	2	3	3	3	3	3	
		Number of modules on NQF level 6 traffic officer qualification completed for traffic trainees	6	12	4	TBD	10	13	13	
		Number of modules on NQF level 6 road traffic safety officer qualification completed for road safety practitioners	6	6	3	TBD	9	9	9	
	An employer of choice	Number of talent management initiatives implemented	New indicator	New indicator	Talent management strategy developed, and 2 initiatives implemented	4	4	4	4	
	Enhanced corporate sustainability	Percentage revenue change from previous year	31%	57%	-5%	13%	25%	20%	5%	
	Adequacy of responses to Parliamentary questions	Percentage responses to Parliamentary questions within stipulated timelines	New indicator	New indicator	New indicator	100% responses to Parliamentary questions	100% responses to Parliamentary questions	100% responses to Parliamentary questions	100% responses to Parliamentary questions	
	Investigation of reported incidents of corruption	Percentage investigation of internally reported incidents of corruption	New indicator	New indicator	New indicator	100% investigation of internally reported incidents of corruption	100% investigation of internally reported incidents of corruption	100% investigation of internally reported incidents of corruption	100% investigation of internally reported incidents of corruption	

Functionality of ethics structures	Ethics Management Committee established and operationalised	New indicator	New indicator	New indicator	New indicator	New indicator	2 reports on the status and operations of the Ethics Management Committee developed	2 reports on the status and operations of the Ethics Management Committee developed	2 reports on the status and operations of the Ethics Management Committee developed	2 reports on the status and operations of the Ethics Management Committee developed	2 reports on the status and operations of the Ethics Management Committee developed	2 reports on the status and operations of the Ethics Management Committee developed
Implementation of action plan to address audit findings	Implementation of action plans to address audit findings	New indicator	New indicator	New indicator	New indicator	New indicator	action plan to address audit findings developed and monitored	action plan to address audit findings developed and monitored	action plan to address audit findings developed and monitored	action plan to address audit findings developed and monitored	action plan to address audit findings developed and monitored	action plan to address audit findings developed and monitored
Reduction of qualified audits	Regulatory audit outcome by the Auditor-General of South Africa (AGSA)	New indicator	New indicator	New indicator	New indicator	New indicator	Unqualified audit report with findings	Unqualified audit report with findings	Unqualified audit report with findings	Unqualified audit report with findings	Unqualified audit report with findings	Unqualified audit report with findings
Elimination of wasteful and fruitless expenditure	Monitoring of cases of wasteful and fruitless expenditure	New indicator	New indicator	New indicator	New indicator	New indicator	2 reports on the management of wasteful and fruitless expenditure submitted to DoT	2 reports on the management of wasteful and fruitless expenditure submitted to DoT	2 reports on the management of wasteful and fruitless expenditure submitted to DoT	2 reports on the management of wasteful and fruitless expenditure submitted to DoT	2 reports on the management of wasteful and fruitless expenditure submitted to DoT	2 reports on the management of wasteful and fruitless expenditure submitted to DoT
Reduction of irregular expenditure	Monitoring of reduction of cases of irregular expenditure	New indicator	New indicator	New indicator	New indicator	New indicator	2 reports on the management of irregular expenditure submitted to DoT	2 reports on the management of irregular expenditure submitted to DoT	2 reports on the management of irregular expenditure submitted to DoT	2 reports on the management of irregular expenditure submitted to DoT	2 reports on the management of irregular expenditure submitted to DoT	2 reports on the management of irregular expenditure submitted to DoT
Compliance to 30-day payment requirement	Percentage compliance to 30-day payment requirement	New indicator	New indicator	New indicator	New indicator	New indicator	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance

7.2 Indicators, annual and quarterly targets

NO.	OUTPUT INDICATORS	ANNUAL TARGET	Q1	Q2	Q3	Q4
1	Number of state of road safety reports published	1 state of road safety report published	1	-	-	-
2	Number of research studies published	1 research study published	-	-	-	1
3	Number of targeted law enforcement interventions	3 186	956	955	637	638
4	Number of inspections conducted	325 000	67 000	84 000	89 000	85 000
5	Number of road safety educational programmes implemented	3 road safety educational programmes implemented	-	1 road safety educational programme implemented	1 road safety educational programme implemented	1 road safety educational programme implemented
6	Percentage of reported fraud and corruption complaints investigated	100%	100%	100%	100%	100%
7	Number of self-initiated fraud and corruption cases investigated	190	50	50	45	45
8	Number of learner's licence testing centres computerised	120	30	30	30	30
9	Number of vehicle testing stations utilising digitised roadworthiness testing sheet form	120	30	30	30	30
10	Number of traffic officer modules delivered to existing traffic officers	3	-	-	-	3
11	Number of modules on NQF level 6 traffic officer qualification completed for traffic trainees	10	-	-	-	10
12	Number of modules on NQF level 6 road traffic safety officer qualification completed for road safety practitioners	9	-	-	-	9
13	Number of talent management initiatives implemented	4	1	1	1	1
14	Percentage revenue change from previous year	25%	-	-	-	25%

15	Percentage responses to Parliamentary questions within stipulated timelines	100%	100%	100%	100%	100%
16	Percentage investigation of internally reported incidents of corruption	100%	100%	100%	100%	100%
17	Ethics committees established and operationalised	2 reports on the status and operations of the Ethics Management Committee	-	Bi-annual report on the status and operations of ethics committee completed	-	Annual report on the status and operations of ethics committees completed
18	Monitoring of the implementation of the action plans to address audit findings	Action plan to address audit findings developed and monitored	-	-	Develop action plans to address audit finding for the 2021/22 financial year	Annual report on the implementation of action plan to address audit findings for the 2021/22 financial year submitted to EXCO and DoT
19	Percentage compliance to 30-day payment requirement	100% compliance to 30-day payment requirement	100%	100%	100%	100%

8 Programme resource allocation

8.1 The budget for the MTEF

The budget allocation of the Corporation is mainly dependent on the ability to generate revenue. The RTMC prepares a budget in terms of Section 53 of the Public Finance Management Act of 1999.

The Corporation received an annual grant from National Treasury through the National Department of Transport of R217 million for the 2021/2022 financial year. This amount is reviewed annually at the discretion of National Treasury. The allocation for the 2022/23 financial year is R224 million (representing 14% of the total budgeted revenue).

The RTMC's main source of revenue is transaction fees calculated at a rate of R72 per licence paying vehicle per NaTIS data. This revenue stream contributes 64% to the total budgeted revenue.

Other streams comprise revenue from AARTO infringements, Administration of the Road Traffic Inspectorate, NaTIS data and online service charges, Section 56 infringement fees, impounding fees as well as a minimal training fee charged at the recently acquired Boekenhoutkloof Traffic College, together with the two RTMC operated DLTCs established in October 2021. These revenue sources constitute 21% of the total budgeted revenue.

The Corporation, during the 2015/16 financial year, developed a funding model which will enable the Corporation to generate new revenue streams in the 2022/23 financial year and beyond. It was developed on the foundation of financial sustainability and the phasing out of government funding in line with the RTMC Act. The Corporation has been granted approval by the National Department of Transport and National Treasury to implement some of the revenue streams stipulated in the funding model.

The budget for the 2022/2023 financial year amounts to R1.5 billion, which was allocated to the budget programmes contained in the Annual Performance Plan. The RTMC's budget preparation takes into consideration the anticipated revenue over the MTEF period, which in turn is allocated to the budget programmes contained in the Annual Performance Plan. The budget allocation over the MTEF period 2022/23 to 2024/2025 amounts to R4.7 billion.

During the budget preparations for the past financial years, it became evident the Corporation's budget is inadequate to sustain or achieve its legislative mandate. Its needs far surpass its current resources.

Current budget pressures (with the associated budget programme) include, but are not limited to:

1. Training of 1 000 traffic trainees throughout the next three years (Operations)
2. NaTIS – provisioning of equipment, upgrade, and maintenance of the system (Support Services)
3. Establishing of a Centre of Excellence (Operations)
4. Implementation of the National Road Safety Strategy (Road Safety Education)
5. Annual National Road Traffic/Safety Summit (Road Safety Education)
6. Road Safety Educational campaigns (Road Safety Education)
7. Advertising and marketing campaigns (Strategic Services)
8. Permanent office accommodation (Support Services)
9. Upgrade of the existing NaTIS infrastructure (Support Services)

The abovementioned budget pressures, in addition to the normal day-to-day operational expenses, will require a budget well above the projected R4.7 billion over the MTEF period 2022/23 to 2024/2025.

The following budget is allocated to the APP programmes over the MTEF period:

PROGRAMMES	2022/23	2023/24	2024/25	2022/23 % BUDGET ALLOCATION
Operations	340 430	360 052	335 320	22%
Law Enforcement	329 141	343 514	358 938	21%
Traffic Intelligence & Security	29 384	31 029	32 422	2%
Strategic Services	303 018	319 988	323 063	19%
Support Services (Including CAPEX)	552 502	534 239	589 934	36%
TOTAL EXPENSE INCLUDING CAPEX	1 554 475	1 588 822	1 639 677	100%

Budget allocation by programme

ECONOMIC CLASSIFICATION	2022/23	2023/24	2024/25	2022/23 % BUDGET ALLOCATION
Compensation of Employees	759 878	802 430	838 459	49%
Operating Expenditure	643 713	675 935	637 020	41%
Capital Expenditure	150 886	110 457	164 198	10%
TOTAL EXPENSE	1 554 475	1 588 822	1 639 677	100%

Budget allocation by economic classification

9 Strategic risks

The Board of Directors has overall accountability for ensuring effective risk management. This Board has delegated the overall responsibility for risk management to the accounting officer, who, supported by the Executive Committee, is charged with the implementation of the enterprise risk framework.

The Audit and Risk Committee (ARC) is responsible for exercising oversight over risk management function on behalf of the Board.

Led by the enterprise risk management function, EXCO will continue to ensure that the culture of risk management continues to be embedded in every day decision making.

The Corporation performs an annual risk assessment, and the resultant strategic risk profile is then monitored and duly reported on quarterly to the Board in accordance with prescribed governance processes.

Informed by the strategic objective setting, the below is the summary of the strategic risks for the year under review. Comprehensive progress made on their effective mitigation will be included in our annual report for 2021/22.

OUTCOME	KEY RISK
Reduced road fatalities	<ul style="list-style-type: none"> Inability to deliver on our mandate thus leading to the Corporation losing relevance among stakeholders
High performing organisation	<ul style="list-style-type: none"> The Corporation's new operating model and the resultant new organisational structure failure to achieve its intended objectives Lack of comprehensive disaster recovery planning encompassing plans to minimise the risk of pandemics like COVID-19
Reduce fraud and corruption	<ul style="list-style-type: none"> Failure to reduce fraud and corruption within the traffic fraternity. Risk of non-compliance with laws and regulations including inadequate preparedness to fully comply with all provisions of the Protection of Personal Information Act. The RTMC is the custodian of confidential personal information that must be protected
Implementation of innovative technology to protect road infrastructure	<ul style="list-style-type: none"> Lack of comprehensive ICT strategy aimed at providing the necessary alignment between business and our ICT trajectory thus ensuring optimal technologies are implemented

Table 13: Key risks



d

PART

Technical Indicator Descriptions (TIDs)

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

1. INDICATOR TITLE	NUMBER OF STATE OF ROAD SAFETY REPORTS PUBLISHED
Short definition	Produce state of road safety reports for publication
Source/collection of data	<p><u>Primary data:</u></p> <ul style="list-style-type: none"> • South African Police Service • Municipalities • Traffic authorities <p><u>Secondary data:</u></p> <ul style="list-style-type: none"> • Statistics South Africa – population figures • NaTIS – Vehicle and driver population data • AARTO - Infringements data • NTCMS – Infringements data • RAF – Claims-related information to calculate the cost of crashes to the economy and validation purposes • SANRAL – Traffic volume • National Department of Health (forensic pathology) • Department of Home Affairs • Emergency Medical Services • Towing associations • Council for Scientific Industrial Research • Motor industry • Petroleum industry • Insurance companies • Other stakeholders
Method of calculation	Simple count
Assumption	<ul style="list-style-type: none"> • No under/over reporting • There are no delays in availability of data <p>The data is accurate and complete</p>
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	Cumulative
Reporting cycle	Quarterly
Desired performance	All two State of Road Safety Reports compiled, approved by Board, and published
Indicator responsibility	Programme manager

2. INDICATOR TITLE	NUMBER OF RESEARCH STUDIES PUBLISHED
Short definition	Produce one (1) research study for publication. Signed-off research reports in promotion of road safety in South Africa, published on the RTMC website
Source/collection of data	<ul style="list-style-type: none"> • Research reports • Proof of publication on the RTMC website
Method of calculation	Simple count
Assumption	Availability of credible data to support research needs
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Quarterly
Desired performance	To publish research which will highlight critical road safety areas that require intervention, on the RTMC website
Indicator responsibility	Programme manager

3. INDICATOR TITLE	NUMBER OF TARGETED LAW ENFORCEMENT INTERVENTIONS
Short definition	<p>Conduct targeted intelligence led Road traffic law enforcement interventions that are programme-based and not activity-based with a particular focus on: Impaired driving including drunken driving, dangerous driving including speed and inconsiderate driving, occupant safety, public transport including scholar transport, freight transportation, vehicle and driver fitness and vulnerable road users</p> <p>Interventions will be carried out throughout the year with shifts during the day and night at identified high-risk areas and will be adaptable to the different environmental factors such as rain</p> <p>In appreciating our national footprint, the efficient allocation of both human and capital resources is central to the impact desired. With regards to specialised vehicles used for moving vehicle infringements, an optimal usage of the vehicles will be achieved within the given servicing constraints</p>
Source/collection of data	<ul style="list-style-type: none"> Operational plans Reports from the operations Attendance registers
Method of calculation	Simple count
Assumption	Sufficient availability of resources
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Annually
Desired performance	100% achievement of the target
Indicator responsibility	Programme manager

4. INDICATOR TITLE	NUMBER OF INSPECTIONS CONDUCTED
Short definition	<p>Conduct road transport inspections in line with the Cross-Border Road Transport Agency Act focusing on: Law enforcement offences per route, traffic flow and tendencies per route and permit compliance. To increase the effectiveness of the inspections the allocation of inspectors will be reflective of the traffic and high-risk areas linked to border posts. A review of shifts will also inform allocation and improve productivity</p>
Source/collection of data	<ul style="list-style-type: none"> Database of number of inspections (per officer, per week) Completed inspection forms
Method of calculation	Simple count
Assumption	Sufficient availability of resources
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Annually
Desired performance	100% achievement of the target
Indicator responsibility	Programme manager

5. INDICATOR TITLE	NUMBER OF ROAD SAFETY EDUCATIONAL PROGRAMMES IMPLEMENTED
Short definition	Proactively build, nurture, and maintain relationships with all key stakeholders. Stakeholders will be engaged consistently to create trust and to bring them completely on board, particularly in the case of provinces <ul style="list-style-type: none"> • Private/business sector (including donors, funders and research Institutions) • Government • Organised labour • Institutions of higher learning • General public (women, youth, churches, disabled people, traditional leaders) • NGOs, CBOs
Source/collection of data	Stakeholder engagements close out report. Report on all key engagements, fundraising initiatives, and successes
Method of calculation	Simple count
Assumption	Financial resources and human capital availability
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Quarterly
Desired performance	Engagements with key stakeholders implemented. Improved strategic partnerships with key stakeholders
Indicator responsibility	Programme manager

6. INDICATOR TITLE	PERCENTAGE OF REPORTED FRAUD AND CORRUPTION COMPLAINTS INVESTIGATED
Short definition	All corruption and fraud cases are recorded, analysed and tracked and escalated to other agencies
Source/collection of data	<ul style="list-style-type: none"> • Investigations reports • OB/Occurrence Book • Email complaints • Case file
Method of calculation	Simple count of the number of fraud and corruption cases processed
Assumption	Complainant's willingness to testify and/or to provide adequate information
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Quarterly
Desired performance	Reduce fraud and corruption within the traffic fraternity
Indicator responsibility	Programme manager

7. INDICATOR TITLE	NUMBER OF SELF-INITIATED FRAUD AND CORRUPTION CASES INVESTIGATED
Short definition	All corruption and fraud cases are recorded, analysed, and tracked and escalated to other agencies
Source/collection of data	<ul style="list-style-type: none"> Investigations reports OB/occurrence book Cases initiated report (NaTIS/observations/intelligence gathering) Case file
Method of calculation	Simple count of the number of fraud and corruption cases processed
Assumption	Complainant's willingness to testify and/or to provide adequate information.
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Quarterly
Desired performance	Reduce fraud and corruption within the traffic fraternity
Indicator responsibility	Programme manager

8. INDICATOR TITLE	NUMBER OF LEARNER LICENCE TESTING CENTRES COMPUTERISED
Short definition	The number of learner license testing centres where computers are deployed to conduct learner license testing
Source/collection of data	NaTIS
Method of calculation	Simple count
Assumption	Sufficient funding is available
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Annual
Desired performance	Increase in the number of computerized learner license testing centres
Indicator responsibility	Programme manager

9. INDICATOR TITLE	NUMBER OF VEHICLE TESTING STATIONS UTILIZING DIGITIZED RTS FORM
Short definition	The introduction of digitised RTS forms to improve efficiency and transparency of the process
Source/collection of data	<ul style="list-style-type: none"> Business case and project documents User acceptance report NaTIS Close-out report
Method of calculation	Simple count
Assumption	Sufficient availability of resources
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Quarterly
Desired performance	Increase in the number of vehicle testing stations utilizing digitised RTS forms
Indicator responsibility	Programme manager

10. INDICATOR TITLE	NUMBER OF TRAFFIC OFFICER MODULES DELIVERED TO EXISTING TRAFFIC OFFICERS
Short definition	Training of traffic officers on NQF 6 qualification to develop their skills in the areas of road traffic management
Source/collection of data	Monitoring, evaluation and moderation reports on learner POEs containing findings, recommendations and monitoring checklists, attendance register
Method of calculation	Simple count
Assumption	<ul style="list-style-type: none"> • Availability and accurate completion of the learner portfolio of evidence (POEs). • System challenges that may arise from time to time. • The reliability of the learner POEs
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Annually
Desired performance	All the modules are completed and that the traffic officers complete the course successfully
Indicator responsibility	Programme manager

11. INDICATOR TITLE	NUMBER OF MODULES ON NQF LEVEL 6 TRAFFIC OFFICER QUALIFICATION COMPLETED FOR TRAINEE TRAFFIC OFFICERS
Short definition	Up-skilling the traffic officers on Examiner for Driving Licences (EDL) and Examiner of Vehicles (EoV)
Source/collection of data	Workbooks, final formative assessments, final summative assessments, evaluation and moderation reports on learner POEs containing findings, recommendations and monitoring checklists, attendance register
Method of calculation	Simple count
Assumption	<ul style="list-style-type: none"> • Availability and accurate completion of the provincial traffic officers' portfolio of evidence (POEs). • The reliability of the traffic officers' POEs
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Quarterly
Desired performance	Traffic officer successfully complete the upskilling programme
Indicator responsibility	Programme manager

12. INDICATOR TITLE	NUMBER OF MODULES ON NQF LEVEL 6 ROAD SAFETY QUALIFICATION COMPLETED FOR ROAD SAFETY PRACTITIONERS
Short definition	Road safety practitioners trained on the identified modules to develop and capacitate them on the road safety officer qualification (NQF 6)
Source/collection of data	Workbooks, final formative assessments, evaluation and moderation reports on learner POEs containing findings, recommendations and monitoring checklists. Attendance register
Method of calculation	Simple count
Assumption	<ul style="list-style-type: none"> • Non-participation of some provinces due to financial challenges • Availability and accurate completion of the learner portfolio of evidence (POEs) • System challenges that may arise from time to time • The reliability of the learner POEs • Delay in completion of some modules as indicated in the annual deliverables
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Annually
Desired performance	Development of the 21st Century road safety officer
Indicator responsibility	Programme manager

13. INDICATOR TITLE	NUMBER OF TALENT MANAGEMENT INITIATIVES IMPLEMENTED
Short definition	To develop talent management strategy and ensure initiatives are implemented to address the identified talent gap
Source/collection of data	<ul style="list-style-type: none"> • Consultations reports • Talent management strategy • Implementation Plan • Proof of approval by the Board for the strategy and implementation plan • Report on the initiatives conducted (registers and pictures/videoclip)
Method of calculation	Qualitative count of all submitted reports
Assumption	Sufficient availability of resources and approval of all initiatives
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Quarterly
Desired performance	Implementation of four talent management initiatives
Indicator responsibility	Programme manager

14. INDICATOR TITLE	PERCENTAGE REVENUE CHANGE FROM PREVIOUS YEAR
Short definition	Increase revenue through the implementation of a funding model focused on alternative revenue generation or the optimisation of existing revenue streams
Source/collection of data	<p>RTMC's current and future revenue streams namely:</p> <ul style="list-style-type: none"> • AARTO infringement fines • Section 56 notices • Transaction fees • Boekenhoutkloof revenue • NaTIS data access • NaTIS online licence renewal • Online vehicle registration • Revenue through online advertisement • Extract from income statement on Oracle • Any additional revenue streams that may be launched
Method of calculation	Actual revenue less baseline revenue divided into baseline revenue (formula) {baseline revenue = previous year actual revenue}
Assumption	Accuracy of data collected and captured
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Annually
Desired performance	To increase revenue from current revenue and alternative revenue streams through efficiencies
Indicator responsibility	Programme manager

15. INDICATOR TITLE	PERCENTAGE RESPONSES TO PARLIAMENTARY QUESTIONS WITHIN STIPULATED TIMELINES
Short definition	Management of parliamentary question received from the executive authority within the guiding protocol on the management of parliamentary questions
Source/collection of data	<ul style="list-style-type: none"> DoT correspondence Protocol on the management of parliamentary questions RTMC correspondence
Method of calculation	Simple count of number of questions received and responded to
Assumption	Timeous receipts of all parliamentary questions from the DoT
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Quarterly
Desired performance	Timeous response to the executive authority
Indicator responsibility	Programme manager

16. INDICATOR TITLE	PERCENTAGE INVESTIGATION OF INTERNALLY REPORTED INCIDENTS OF CORRUPTION
Short definition	All corruption cases recorded, analysed, and tracked and escalated for investigation
Source/collection of data	<ul style="list-style-type: none"> Investigations reports OB/occurrence book Email complaints Case file
Method of calculation	Simple count of the number of fraud and corruption cas-es processed
Assumption	Complainant's willingness to testify and/or to provide ad-equate information
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Quarterly
Desired performance	Attend to all cases of corruption received internally
Indicator responsibility	Programme manager

17. INDICATOR TITLE	ETHICS COMMITTEES ESTABLISHED AND OPERATIONALISED
Short definition	Functional ethics operational committee to guide the implementation of the ethics policy
Source of data	<ul style="list-style-type: none"> Terms of reference Minutes of meetings Agenda of meetings Ethics report
Method of calculation	Simple count of reports developed
Assumption	Independence of the ethics committee
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Quarterly
Desired performance	Operationalised ethics committee and enhanced ethics culture
Indicator responsibility	Programme manager

18. INDICATOR TITLE	MONITORING OF THE IMPLEMENTATION OF ACTION PLANS TO ADDRESS AUDIT FINDINGS
Short definition	Audit findings addressed to foster good governance within the Corporation
Source/collection of data	<ul style="list-style-type: none"> • Audit report • AG management letter • Action plan
Method of calculation	Simple count of action plan and annual report on the management of audit findings
Assumption	Timeous completion of the statutory audit
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Quarterly
Desired performance	All audit findings to be attended to and mitigations to be institutionalised
Indicator responsibility	Programme manager

19. INDICATOR TITLE	PERCENTAGE COMPLIANCE TO 30-DAY PAYMENT REQUIREMENT
Short definition	Ensure payment of valid and authorised invoices within 30 days
Source of data	<ul style="list-style-type: none"> • Audit report • AG management letter • Action plan • Invoice and payment register
Method of calculation	Number of days between receipt of invoices and pro-cessing of payment. Where disputes were addressed, from the date the dispute was resolved.
Assumption	Protocols on the internal handling of invoices communi-cated
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Reporting cycle	Quarterly
Desired performance	Financial sustainability of services providers to the Corporation
Indicator responsibility	Programme manager



Road Traffic Management Corporation

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The Road Traffic Management Corporation (RTMC)
is an Agency of The Department of Transport and a
Member of the United Nations Road Safety Collaboration

DECADE OF ACTION FOR
ROAD SAFETY



2021 - 2030