Road Traffic
Management Corporation

STRATEGIC PLAN **2015 - 2020**
ANNUAL PERFORMANCE PLAN **2017- 2018**

Safe Roads in South Africa

DECADE OF ACTION FOR ROAD SAFETY 2011-2020

FOREWORD BY THE CHAIRPERSON OF THE SHAREHOLDER'S COMMITTEE

A strategic plan is a comprehensive document that lays out the vision, goals and priorities of the Road Traffic Management Corporation (RTMC). The plan encompasses all the strategies that will enable the RTMC to develop the policy of "Safe Roads", to ensure South Africans feel safe on the roads so that they lead more socially and economically productive lives.

The primary objective of the plan is to efficiently utilise and fairly distribute resources while achieving Safe Roads. The objectives of the Act clearly stipulates that the RTMC was established as a partnership between national, provincial and local government by effecting the pooling of road traffic powers of the Minister, and every MEC and the resources of national and provincial spheres of government responsible for road traffic management, in support of enhanced co-operative and co-ordinated road traffic strategic planning, regulation, facilitation and law enforcement.

We believe that fair utilisation of these resources is the right of our people. This right can only be fully achieved through proper policies, targets and correct strategies. The transformation of the RTMC was a turning point in securing service delivery imperatives that are responsive to the reduction of road crashes, serious injuries and fatalities.

The leadership has made huge progress since they assumed office. They should continue to invest in programmes that will develop a safe road environment for our people. Undoubtedly, the changes envisioned will need to be supported both socially and organisationally for true success. The contribution of our country to reduction of crashes will only be possible through multi-sectoral and multi-dimensional efforts and activities. Based on this concept, the development of the National Road Safety Strategy will go a long way in supporting governments' efforts. Ambitious targets have been set and to reach these targets, the RTMC needs to commit to a transformed and high performing organisation with the required knowledge, experience and skills.

The transport landscape and demands will undoubtedly alter the changing nature and expectations on the RTMC under the backdrop of significant challenges in relation to funding for road safety efforts. A significant reform of the Corporation is needed in order to phase out where appropriate public funding and phase in private sector investment in road traffic on a competitive basis.

I would like to thank all stakeholders for their contribution to the development of this Plan. We believe it has struck the right balance in maintaining what we do well and responding to future requirements and opportunities. I commend all the staff of the RTMC for their continued efforts, dedication, and commitment to maintaining and advancing the commitment to creating a safe road environment.

The staff of the RTMC will have the full support of the Shareholder Committee in the implementation of this strategy. We are confident that the extensive internal and external consultation process undertaken in the development of the plan will secure the support and advocacy of our staff and external partners

Minister Dipuo Peters, MP
Minister of Transport
Chairperson of the Shareholder's Committee

MESSAGE BY THE CHAIRMAN OF THE ROAD TRAFFIC MANAGEMENT CORPORATION'S BOARD

Over the last three years, the Corporation has evolved in an ever changing road traffic environment. The Corporation focused on building governance capacity, creation of sub-committees and an organisational structure that will enable the Corporation to deliver on its mandate. The Board, which served since 2013 has seen a more stable Road Traffic Management Corporation (RTMC), which acquired a clean audit status from Audit General in 2015/16 from a qualified audit in 2013/14.

During this period, the Corporation has developed various road safety programmes that target different road users, road safety campaigns and amongst others, the formulation of the 2016 – 2030 National Road Safety Strategy. However; it is in the very same period where the South Africa road crash fatalities have been on the increase, due to various factors.

As Charles Darwin puts it; "It is not the strongest of the species that survive, not the most intelligent, but the one most responsive to change" and as such, these environmental changes necessitated a review of the Corporation's strategy and how it implements it in a bid to reduce road crash fatalities and injuries, save lives and achieve the commitment made as a participant to the Decade of Action for Road Safety 2011 – 2020 Global Plan.

In the next three years, there will a great deal of focus on the implementation of the National Road Safety Strategy, engagement with public and private sector stakeholders to source funding and intelligence in the road traffic safety arena as well as targeted research and law enforcement initiatives. The latter initiatives aim to address the behavioural aspect of a road user from multiple angles.

José Rizal advocates that; "The youth is the hope of our future". The safety of the youth remains a concern and furthermore, current driving techniques and habits inform the type of drivers the country will have in the future. Henceforth, the programmes, which we plan to implement will target young road users, either as drivers or pedestrians, both in the urban and rural areas. Road Traffic Information has shown that these road users are the most affected by road crashes. Road safety education will also be strengthened to ensure that we change the attitude of our road users from wanton disregard for the laws of the road, to law abiding citizens, who use our roads responsibly.

Executed properly, law enforcement could reduce road crashes significantly. The up-skilling of our National Traffic Police (NTP) and the recruitment of more traffic officers, coupled with the development of the new 21st-century curriculum, will ensure effective and efficient implementation of this Strategic Plan.

The Board is mindful of the fact that corrupt activities within road traffic law enforcement contribute to road crashes and fatalities. Different measures, including, but not limited to anti-corruption awareness campaigns and investigations in collaboration with other law enforcement agencies, will be undertaken to ensure that the county rids itself of corrupt activities, which impact negatively on our ability to successfully implement our Strategic Plan.

The Board is committed to enhancing its working partnership with the Shareholders Committee, management and all other stakeholders to ensure a reduction in road crashes and fatalities. The Strategic Plan is a living document; it will be informed and revised according to stakeholder input, statistics, and research.

We shall, from time-to-time, ensure that our objectives are aligned with the country's needs. We have every confidence in management's collective wisdom and ability to successfully implement the Strategy Plan; failure is not an option.

Mr. Zola Majavu
Chairman of the Board

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER OF THE ROAD TRAFFIC MANAGEMENT CORPORATION

The 2015 – 2020 strategy was developed when the Road Traffic Management Corporation (RTMC) was witnessing the beginning of a new dawn within the organisation; looking forward towards a new day with renewed hope and vigour. In 2017, the road safety environment in South Africa has seen change, unfortunately not towards increased levels of road safety. As such, an introspective review process of the strategy and how it is implemented was due.

Our existence lies in the promotion and creation of a safer road environment, integration and coordination of interventions from all spheres of government and ensuring there is funding for road traffic initiatives. This requires the Corporation to provide leadership and direction in road traffic matters and furthermore; the RTMC exists to ensure alignment of plans as well as facilitation and regulation of road traffic matters. The formulation of the 2016 – 2030 National Road Safety Strategy, with other road transport agencies and stakeholders is one fabric that will ensure all stakeholders sing from the same hymn book.

The guiding start in the revision of the 2015 – 2020 strategic plan was the Road Traffic Management Corporation Act 20 of 1999 – which outlines the functions and responsibilities of the RTMC. The environmental scan was also a critical element in the revision of the strategy as the South Africa road environment has evolved since 2014. The emergence of reckless driving practices that youth seems to adore; increased levels of fraud and corruption at the Driver License Testing Centres (DLTCs) and Vehicle Testing Centres (VTCs) and high levels of non-compliance from current crop of drivers have been identified as contributors to road crash fatalities and injuries on South African roads.

The youth are particularly vulnerable when it comes to road safety. Urgent and decisive action is needed to combat the scourge of road fatalities, particularly amongst the youth. We are designing programmes targeting youth and more specifically, using youth and community based structures to implement these programmes. We want to create an environment where young people will become advocates for their own cause, and shape the South Africa road safety landscape.

The abuse of alcohol has a negative impact on South African roads and destroys families and erodes the quality of life to all those who are affected by its consequences. The promotion of 'responsible driving' hasn't positively affected road crash fatalities figures. The Corporation has also recognised the private sector initiatives that discourage drinking and driving however; more remains to be done on alcohol abuse in South Africa.

Winston Churchill once alluded to the significance attitude whereby he said, "Attitude is a little thing that makes a big difference". The key element in addressing road carnage in our roads is addressing driver attitude. One of the initiatives is to re-classify all road traffic offences to Schedule 5 of the Criminal Procedure Act (CPA). The implementation of a mandatory minimum sentence for drunken driving, inconsiderate, reckless and negligent driving will serve as a deterrent for inappropriate driver-behavior. We however; aim to complement these actions in a vigorous and effective road safety programmes, together with the provinces.

Law enforcement, education, awareness and communication programmes are key pillars in changing the behavioural patterns. We will continue to define the research agenda in pursuit lowering road crash fatalities and furthermore; aim to implement research and evaluation mechanisms to measure the effectiveness of our programmes and strategies. We also acknowledge the class divide that exists on our society and as such; we endeavour to focus our efforts to empower previously marginalized communities.

We are inspired by former President, Thabo Mbeki's speech at the opening of Parliament in 1999, the year in which the RTMC Act was passed; "A nation at work towards a better life". The RTMC is committed to working very hard to ensure that we realise our dream of "Safe Roads in South Africa."

Adv. Makhosini Msibi
Chief Executive Officer

As discussed before, the road environment keeps evolving as well as its challenges. The concept of distracted driving for example has evolved from the 1980s to today and as such, road traffic personnel need to keep abreast of these changes. It is on this note we highlight the significance of creating a new cadre of professional traffic officers – a critical elements in the road safety space that has been in the past been neglected.

Equally on the driver's perspective – the current licensing processes and systems have been found wanting and the Corporation, together with the National Department of Transport aim to address this cracks. The objective is to produce high quality drivers which in the future; will place less of a burden on resources tasked with road safety and law enforcement.

Furthermore, norms and standards in the road traffic law enforcement and road traffic information are crucial pillars. These strategic objectives will ensure there is harmony within the road traffic sector as well as in the production and management of road traffic information.

The need to redirect resources to the current cracks in the road safety landscape is crucial. The Corporation acknowledges that there a paucity of road traffic officers in the country however; it also recognises that a significant percentage of the road traffic fatal crashes occur over weekends and between dusk and dawn. This necessitates the need for authorities across all provinces to implement the 24/7 shift system.

Nelson Mandela once said; "After climbing a great hill, one only finds that there are more hills to climb". The RTMC, as a the lead agency on road safety in South Africa will be acquiring the Road Transport Inspectorate function from the Cross-Border Road Transport Agency (CBRTA) in an effort to harmonise and integrate law enforcement initiatives. The acquisition of this function further concretises the RTMC's role to collaborate with a variety of stakeholders to promote road safety.

In 2017, we find ourselves in an enviable position once more – where stakeholder confidence has increased; all tiers of government are collaborating and there is consensus about what we need to do. The Corporation aims to build on those stakeholder engagements it has built in the past, in order to enhance the promotion and source funding for road safety initiatives. Our stakeholders are central to our existence and as such, we intend drawing from their wisdom and passion.

Resources will always be limited and as such, it is imperative to formulate and implement funding strategies that will exploit funding opportunities for road traffic safety.

Sun Tzu in his Art of War said: "Regard your soldiers as your children, and they will follow you into the deepest valleys; look on them as your own beloved sons, and they will stand by you even unto death". We have looked into our employees' affairs and have delivered fair and just opportunities that allow for growth and prosperity. We stand firm in our affirmation that our diversity as an organisation will enrich our creativity and enhance our output.

We truly appreciate the Minister of Transport, Mme Dipuo Peters, the Deputy Minister Mme Sindisiwe Chikunga, the transport team, the Shareholders Committee and our Board for their stellar guidance and leadership. It is also on this note that we welcome the new members of the Board of Directors who will propel us forward through their strategic guidance for the next three years.

We also appreciate the RTMC family and our stakeholders who are always willing to critique our efforts in support of the Corporation's ongoing quest to "raise the bar". The clean audit received from the Audit General of South Africa in 2015/16 bears testimony to this.

We are inspired by former President, Thabo Mbeki's speech at the opening of Parliament in 1999, the year in which the RTMC Act was passed; "A nation at work towards a better life". The RTMC is committed to working very hard to ensure that we realise our dream of "Safe Roads in South Africa."

Adv. Makhosini Msibi
Chief Executive Officer

Mr. Zola Majavu
Chairman of the Board

Hon. Minister Dipuo Peters, MP
Minister of Transport

ACRONYM   DEFINITION

Acronym	Definition
AARTO	Administrative Adjudication of Road Traffic Offences
AIDS	Acquired Immune Deficiency Syndrome
CPA	Criminal Procedures Act
DBE	Department of Basic Education
DLTC	Driving Licence Testing Centre
DOT	Department of Transport
GDP	Goss Domestic Product
HIV	Human Immunodeficiency Virus
HR	Human Resources
ICT	Information Communication Technology
JTTC	Junior Traffic Training Centres
MDGs	Millennium Development Goals
MTEF	Medium Term Expenditure Framework
NaTIS	National Traffic Information System
NDP	National Development Plan
NEHAWU	National Education, Health and Allied Workers Union
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
SANRAL	South African National Roads Agency Limited
SAPS	South African Police Service
SDG	Sustainable Development Goals
SHC	Shareholders Committee
UN	United Nations
UNDA	United Nations Decade of Action
UNRSC	United Nations Road Safety Collaboration
VTC	Vehicle Testing Centre
WHO	World Health Organisation
4Es	Education, Enforcement, Engineering and Evaluation

CONTENTS

Part A: Strategic Overview

1.   PROCESS TO STRATEGIC DEVELOPMENT

1.1   Development of the Corporate Strategy

In line with the guidelines developed by the National Treasury, the RTMC has engaged with Management, Executive and the Board of Directors to develop the Strategy that aims to respond to the challenges that are aligned to its mandate. Figure 1 below depicts the engagement process in the development of the strategy.

1 Strategic Planning Sessions	2 Review	3 Consultations	4 Approval and Tabling
Management Committee strategy review	• Presentation to the Board • Presentation to the Shareholders Committee	• Stakeholder Consultations	1. Approval of Strategy 2. Tabling to parliament
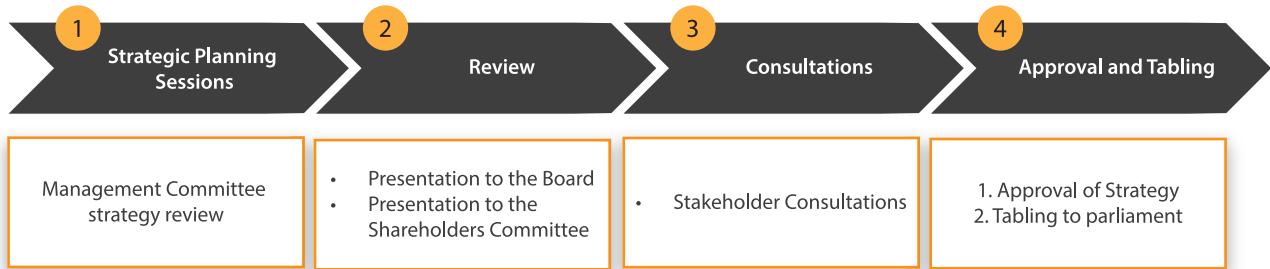
Figure 1: Strategy development engagement process

The strategy outlines the policy priorities, projects and programme for a five year period within the scope of available resources. The following were considered in the formulation of the strategy among others, environmental analysis to determine the organisational strengths, weaknesses, opportunities and threats. The strategic vision, mission, goals and objectives were developed to respond to the operating environment.

The plans of the Corporation are reviewed on a yearly basis and short term goals are reflected in the Corporation's Annual Performance Plans. The strategy is implemented in the form of programmes, budget and operational plans. Figures 2 and 3 below provide a summarised process as undertaken by the Corporation in the review of its strategy and annual performance plans on a periodic basis.
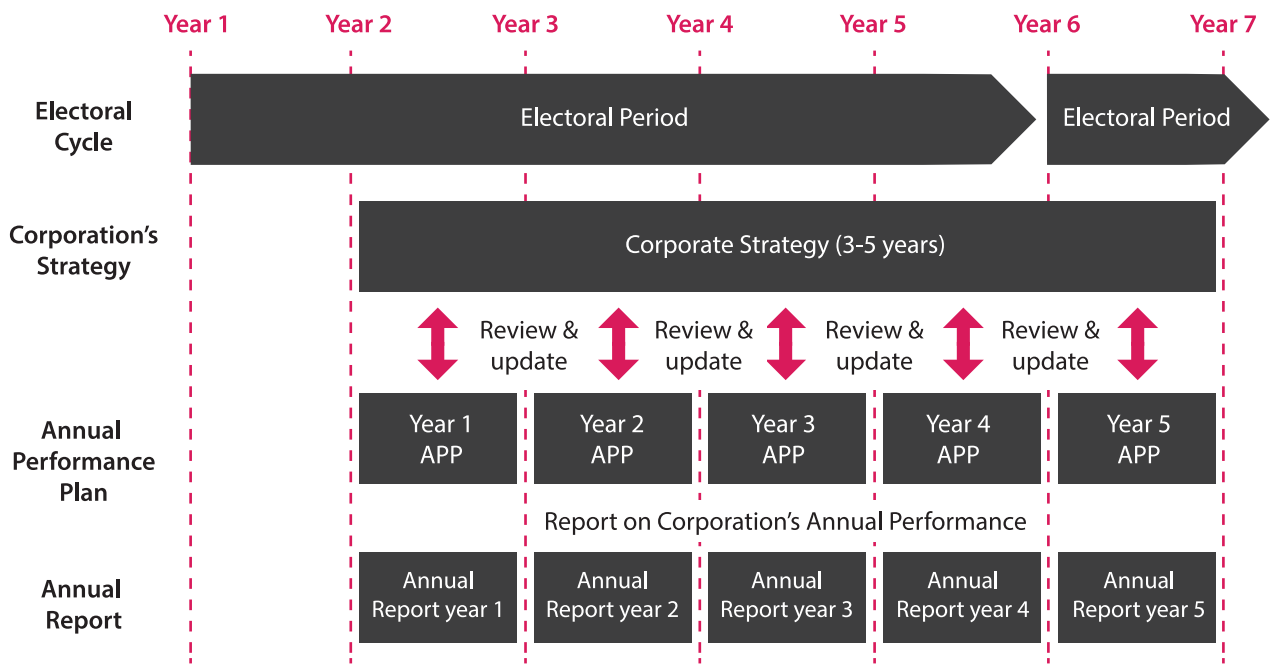
Figure 2: Link between the Corporate Strategy and Annual Performance Plans
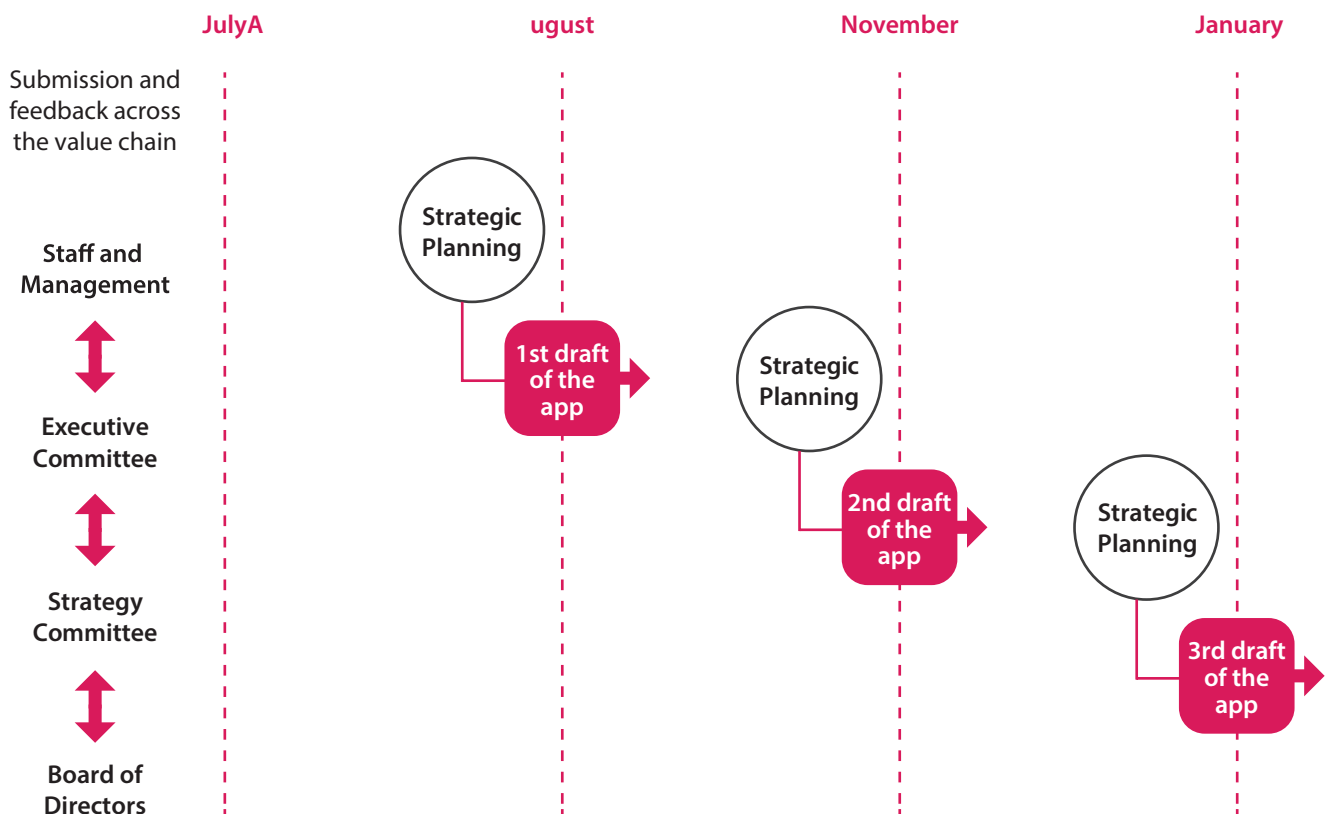
Figure 3: Annual Performance Planning process

2.   VISION, MISSION AND VALUES

2.1   Vision

The Road Traffic Management Corporation's vision is:

"SAFE ROADS IN SOUTH AFRICA"

The Corporation is committed to reducing road trauma by creating a safe road environment.

2.2   Mission

The Corporation endeavours to ensure **Safe, Secure and Responsible** use of roads in South Africa through:

- Education
- Enforcement
- Engineering
- Evaluation
- Planning and Coordination
- Partnerships

2.3   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 1: RTMC Values

3. LEGISLATIVE AND OTHER MANDATES

3.1 Legislative Mandate

3.1.1 Constitution of the Republic of South Africa, 1996

The Constitution is the supreme law of the Republic. The RTMC abides by the obligations imposed by the Constitution. The table below reflects the RTMC's constitutional mandate in relation to other spheres of government in the execution of its responsibilities.

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: • 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 legislative mandates of the RTMC are enacted in terms of section 76 (5) of the Constitution.

Table 2: RTMC's constitutional mandate

3.1.2 NATIONAL ROAD TRAFFIC ACT (NRTA)

The NRTA provides for road traffic matters that apply uniformly throughout the republic and for matters connected therewith. 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; and to consolidate land transport functions and locate them in the appropriate sphere of government.

The NRTA provides for specific powers in order to execute the functions of the RTMC. Chapter VII of the NRTA addresses the management of Road Safety. Powers of the Chief Executive Officer as per section 52 of the Act are as follows:

The Chief Executive Officer may

a)   Prepare a comprehensive research programme to effect road safety in the Republic, carry it out systematically and assign research projects to persons who, in his or her opinion, are best equipped to carry them out;

b)   Give guidance regarding road safety in the Republic by means of the organising of national congresses, symposiums, summer schools and study weeks, by means of mass communication media and in any other manner deemed fit by the Chief Executive Officer.

In order to perform his or her functions properly the Chief Executive Officer may-

a)   Finance research in connection with road safety in the Republic;

b)   Publish a periodical to promote road safety in the Republic, and pay fees for matters inserted therein;

c)   Give guidance to associations or bodies working towards the promotion of road safety in the Republic;

d)   Organise national congresses, symposiums, summer schools and study weeks and, if necessary, pay the costs thereof, and remunerate persons performing threat;

e)   With a view to promoting road safety in the national sphere, publish advertisements in the mass-communication media.

The Chief Executive Officer shall exercise his or her powers and perform his or her functions subject to the control and direction of the Board of the RTMC, subject to the delegation to the Board by the Shareholders Committee.

3.1.3   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 cooperative and coordinated 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:

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, in particular, 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; and

•   To develop human resources in the public and private sectors that are involved in road traffic.

Table 3: RTMCA Objectives

Section 18 (1) of the RTMC Act states that the Shareholders Committee (SHC) must as part of the organisational structuring of the Corporation, establish as many functional units in accordance with the business and financial plan to ensure effective management of at least the 10 functional areas depicted in Figure 4.
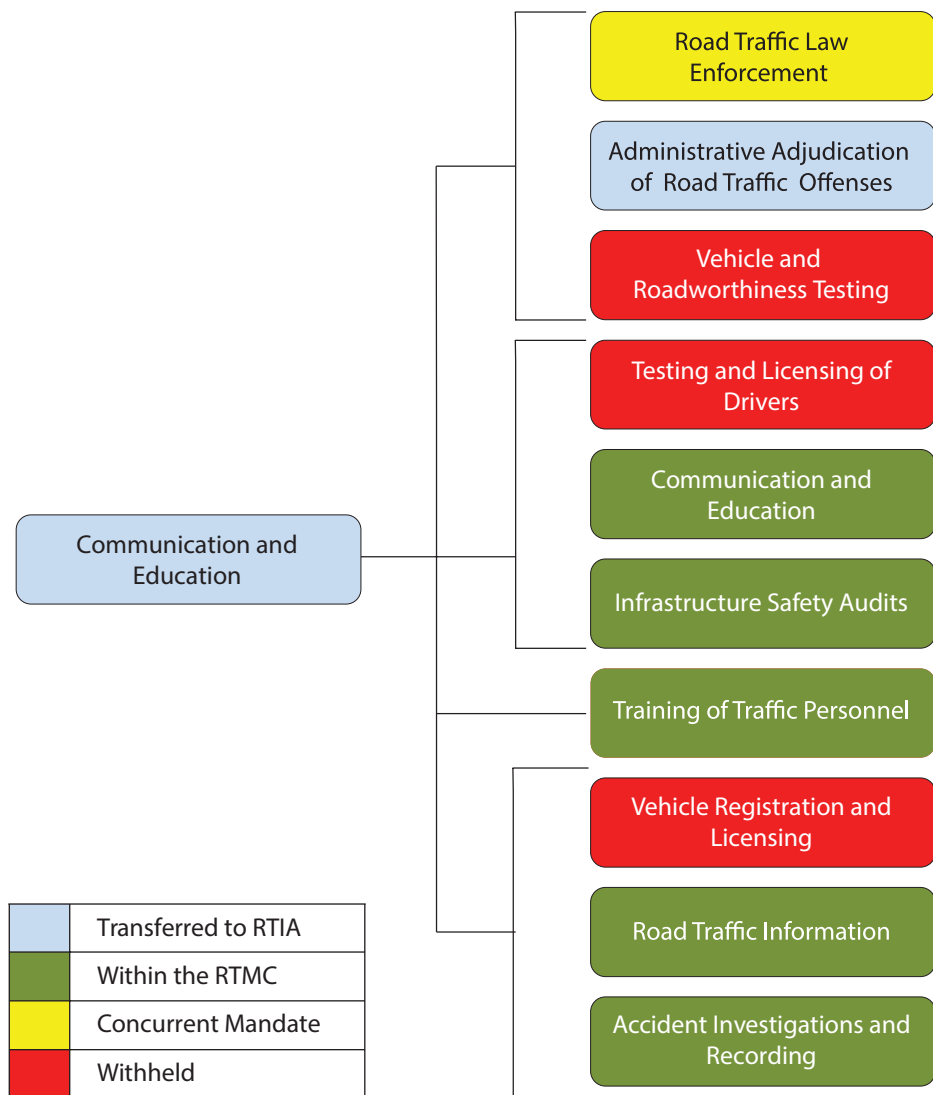
Figure 4: Functions of the RTMC as outlined in Section 18 of the RTMCA

The Department of Transport, Provincial Departments and Local Municipalities through the RTMC are able to provide support in planning, coordination and facilitation in line with the RTMC founding Act.

3.1.4   Administrative Adjudication of Road Traffic Offences Act 46 of 1998 ("AARTO Act")
The AARTO Act promotes road traffic quality by providing for a scheme to discourage road traffic contraventions and to facilitate the adjudication of road traffic infringements. The RTMC is an issuing authority, through the National Traffic Police, applies the AARTO infringement processes and procedures.

3.1.5   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. The CPA contains schedules of offences that a peace officer may arrest for.

3.2   Policy Mandates

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 5 below provides more information.

Global Policies/Instruments

| Millennium Development Goals | Moscow Declaration | United Nations Declaration | Global Plan for Road Safety |

Regional Policies/Instruments

Accra Declaration   SADC Ministerial 10 Key Points

Local Policies/Instruments

National Road Safety Strategy   National Development Plan   Ministerial Road Safety Summit
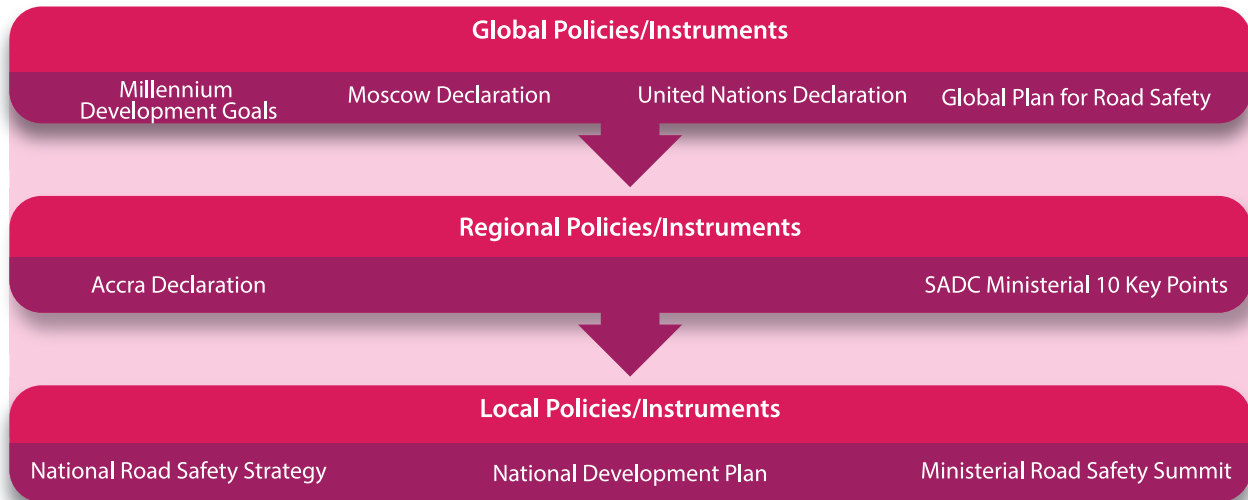
Figure 5: Road Safety Policies/Instruments

3.2.1   Global Policy Instruments

Millennium Development Goals

The RTMC's road safety responses are underpinned from the two important global policy instruments, the Millennium Development Goals (MDGs) and the Moscow Declaration. The MDGs were created in 2000 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.

United National Decade 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 UN passed the resolution 64/255 in 2010 that recognised road traffic injuries as a public health challenge threatening progress towards the achievement of the MDGs.

The 11th of 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 in order 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*
Encourages the creation of multi-sectorial partnerships and designation of lead agencies with the capacity to develop and lead the delivery of national road safety strategies, plans and targets, underpinned by the data collection and evidential research to assess countermeasure design and monitor implementation and effectiveness.	The pillar places emphasis on the importance of road infrastructure; it highlights the need to focus on the design, construction, and maintenance of roads to ensure the safety. Emphasis is placed on safety audits and investment in assessment programmes to promote safety in existing road infrastructure.	The pillar advocates for technology in support of vehicle safety standards in order to enhance vehicle occupant safety. Promulgation of motor vehicle safety regulations, implementation of new car assessment programmes for the benefit of consumers, seat belt and anchorage that meet regulatory requirements and crash avoidance technologies amongst other initiatives relating to vehicle safety.	The programme seeks to improve road user behaviour, sustained or increased enforce-ment of laws and standards, combined with public awareness/ education to increase seatbelt, helmet wearing rates and to reduce drink-driving, speed and other risk factors.	The pillar relates to the post-crash response and calls for increased responsiveness in emergency situations to provide appropriate emergency treatment and longer term rehabilitation for crash victims.

Table 4: Five pillars of Decade of Action for Road Safety.

South Africa, represented by the Minister of Transport is a participant to the United Nations Decade of Action for Road Safety 2011-2020, therefore, as a country, South Africa became part of the member states that committed to contributing to the reduction of road fatalities and injuries.

Sustainable Development 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.:

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

Education, Enforcement, Engineering, Evaluation
The 4Es as shown in Figure 6 below provide guidance on the strategies that can be undertaken to continually reduce the occurrence and severity of road crashes and consequently the level of fatalities and injuries. The 4Es model is based on the interaction of four components to improve road safety:

Figure 6: 4Es of Road Safety

- *Education,* teaching good road Behaviour through awareness campaigns;
- *Enforcement,* where voluntary compliance has failed strict application of law;
- *Engineering,* defining the built environment including the road design and vehicle design
- *Evaluation* recognises the role that data collection and analysis play in establishing the extent of the road safety problem and the effectiveness of remedial measures.

Safe System Approach

In the evolution of road safety, the safe system approach has been introduced to address key challenges in road traffic crashes, fatalities and injuries. A Safe System approach is an approach commonly used to achieve the vision of zero road fatalities and serious injuries and requires that the road system be designed to expect and accommodate human error. Safe System principles require a holistic view of the road system and the interactions between roads and roadsides, travel speeds, vehicles and road users. It recognizes that people will always make mistakes and may get involved in road crashes, the system however, should be forgiving and the occurrence of a crash, should not result in death or serious injury.

The Safe System approach is consistent with the approaches adopted by the safest countries in the world, many of whom also adopted principles of the UNDA global plan. 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 as a consequence 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 that 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 take into account the limits of the human body in designing and maintaining roads, vehicles and speeds.

Linking of the RTMC Function to all the Road Safety Disciplines

The core pillars of the Decade of Action for Road Safety that are aligned to the mandate of the RTMC (viz. Pillars 1, 2 and 4) were transferred by the Shareholders Committee. These are linked to the 4Es of road safety aligned to the 4Es of Road Safety (i.e. Education, Engineering, Enforcement and Evaluation).
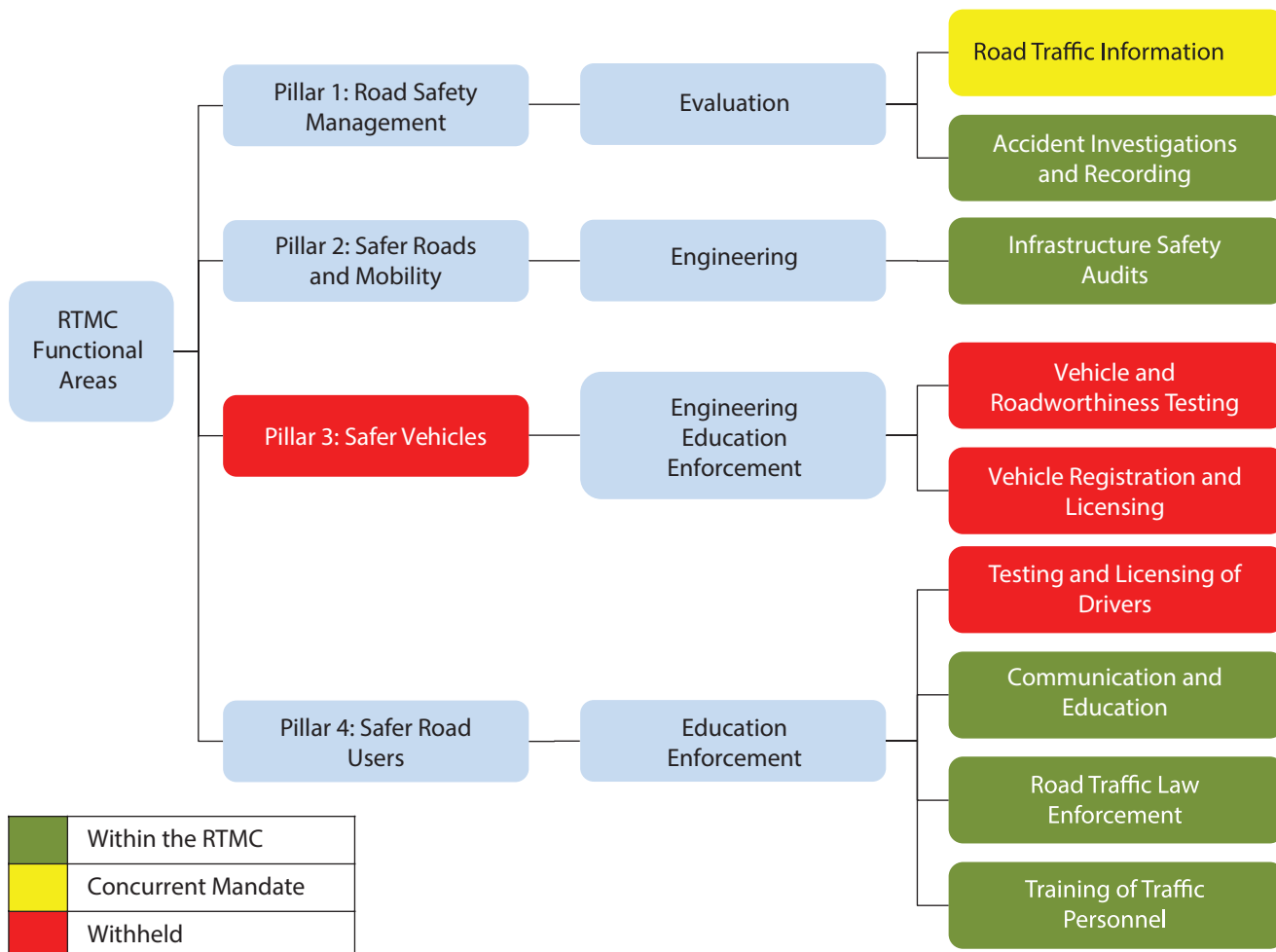
Figure 7: Link between the Decade of Action Pillars, the 4Es and the RTMC mandate

As part of the process of intensifying the participation of South Africa in the global arena and support the decade of action for road safety 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 outlined in the Global Plan for Road Safety which are stated below:

• Develop a coherent national road safety strategy that responds to key national, regional and global priorities;
• Coordinate 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);
- Implement of national campaigns to reach as many people as possible;
- Determine of norms and standard for road safety and traffic personnel; and
- Increase private sector participation.

3.2.2 Regional Policy Instruments

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 namely the non-usage of safety belts and child restraints; driving under the influence of alcohol and drugs; the non-usage of helmets; inappropriate and excessive speed; the lack of safe infrastructure and the use of mobile phones amongst 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.

3.2.3 Local Policy Instruments

The developments of the strategic imperatives of the RTMC are informed by the key priorities government adopted through the Cabinet. The following plans and frameworks outlined below apply:

3.2.3.1 National Development Plan (NDP)

The NDP seeks 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 the 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 to be monitored and controlled include the following:

- Roadworthiness of vehicles
- Vehicle driver behaviour;
- Alcohol and substance abuse;
- Gender based violence;
- Access to firearms; and
- Weaknesses in law enforcement

The deliverable is closely linked to the Corporation mandate that states the need to enhance the overall quality road traffic service provision, and in particular 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 cooperation between all departments in the justice crime prevention and security cluster".

The NDP delivery imperatives are as follows:

- Making the police service professional;
- Civilianising the police; and
- Building safety using an integrated approach.

RTMC mandate delivery points in relation to the NDP delivery imperatives:

- To develop human resources in the traffic fraternity; and
- To enhance the overall quality of road traffic management.

Priority 12 (Fighting Corruption)

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

3.2.3.2   Medium Term Strategic Framework

The 2014-2019 MTSF reflects the commitments made by the government, on actions that need to be taken to achieve national key imperatives. The MTSF is structured around 14 priority outcomes:

- Quality basic education
- A long and healthy life for all South Africans
- All people in South Africa are and feel safe
- Decent employment through inclusive growth
- A skilled and capable workforce to support an inclusive growth path
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Sustainable human settlements and improved quality of household life
- Responsive, accountable, effective and efficient local government
- Protect and enhance our environmental assets and natural resources
- Create a better South Africa and contribute to a better Africa and better world
- An efficient, effective and development-oriented public service
- A comprehensive, responsive and sustainable social protection system
- A diverse, socially cohesive society with a common national identity

The MTSF priorities (2, 3 and 4) align into the NDP priorities and place an emphasis on the mandate of the Corporation to deliver services to the country, in line with the Government mandate. Priority 6 of the MTSF deals with infrastructure development which talks to the maintenance, strategic expansion, operational efficiency, capacity and competitiveness of our logistics and transport infrastructure, including logistics hubs, road, rail and public transport infrastructure and systems. Emphasis should not be placed solemnly on mobility but also placed on ensuring that safety of roads is considered in all roads infrastructure projects to create safer roads.

3.3   Relevant Court Rulings

The following court rulings have a significant, on-going impact on the operations or the service delivery obligations of the Corporation.

COURT CASE	DESCRIPTION
Tasima (Pty) Ltd Department of Transport and the Road Traffic Management Corporation	In 2001, the Department of Transport appointed Tasima, as a service provider, for the development, management and the transfer of the eNaTIS for a contract period of five years. In 2007 duly informed Tasima that the contract will not be extended and the handover to the department was to ensure. This decision was duly accepted by Tasima who undertook to handover the system pending the decision and directive from the Department.

Tasima continued to provide services on a month-on-month basis until 2010 when the contract was irregularly and unlawfully extended for a further five year period ending on the 30th of April 2015.

In February 2015, the Shareholders Committee resolved that the RTMC should ready itself for the execution of its mandate as per the RTMCA, including amongst others, the transfer of the eNaTIS to the RTMC.

In April 2015 Tasima brought an application against the Department and the RTMC to prevent the transfer of the eNaTIS. The Department and the RTMC opposed the application and brought a counter application to amongst others to declare the 2010 extension of the agreement void ab initio. The court dismissed Tasima's application and ordered that the 2010 extension of the Agreement was indeed void ab initio. Tasima successfully appealed the order in the Supreme Court of Appeal and the matter was further appealed to the Constitutional Court and the matter was heard on 24 May 2016. On the 9th of November 2016, the Constitutional Court found in favour of the Department and the RTMC and ordered Tasima to handover the eNaTIS to the RTMC in 30 days. |

Table 5: Summary of the relevant court rulings

4.   SITUATIONAL ANALYSIS

4.1   Global Context

The World Health Organisation (WHO) estimates that almost 1.25 million people die in road crashes worldwide annually. The majority of deaths occur among youth aged between 15-29 years and furthermore, 90% of the world's fatalities on the roads occur in low- and middle-income countries, even though these countries have approximately half of the world's vehicles.

Unless parties take action, global road deaths are forecast to double by 2020 and become the 5th leading cause of death by 2030. Between 20 and 50 million more people suffer non-fatal injuries, with many incurring a disability as a result of their injury. Many of these injuries and deaths can be prevented. The impact is similar to that of communicable diseases such as malaria and HIV/AIDS.

The 2015 Global Status Report on Road Safety reflects that there are certain groups of the society who are more vulnerable than others based on:

- Age - People aged between 15 and 44 years account for 48% of global road traffic deaths. Furthermore, it reflects that the leading cause of death and injuries for people aged 15-29 years was road traffic crashes.
- Gender - Young males under the age of 25 years are almost 3 times as likely to be killed in a car crash as young females.

The 2015 Global Status Report on Road Safety further indicates that Africa continues to have the highest number of road traffic deaths in the world compared to other continents, as shown in Figure 8 below.

Road Traffic Fatality Rate per 100 000 population
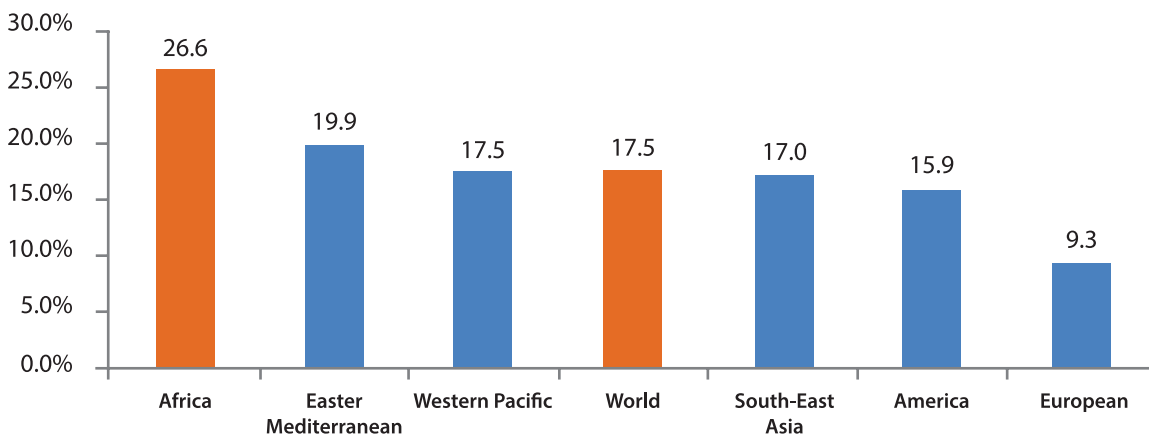
Figure 8: Road Traffic Fatality Rate per 100 000 population

Motor vehicle passengers, pedestrians and motor cyclists continue to make a large percentage of road traffic deaths across the world 31%, 22% and 23% respectively. This figure however is increased for the same group in Africa as show in Figure 9 below.

Percentage of fatalities per road user group
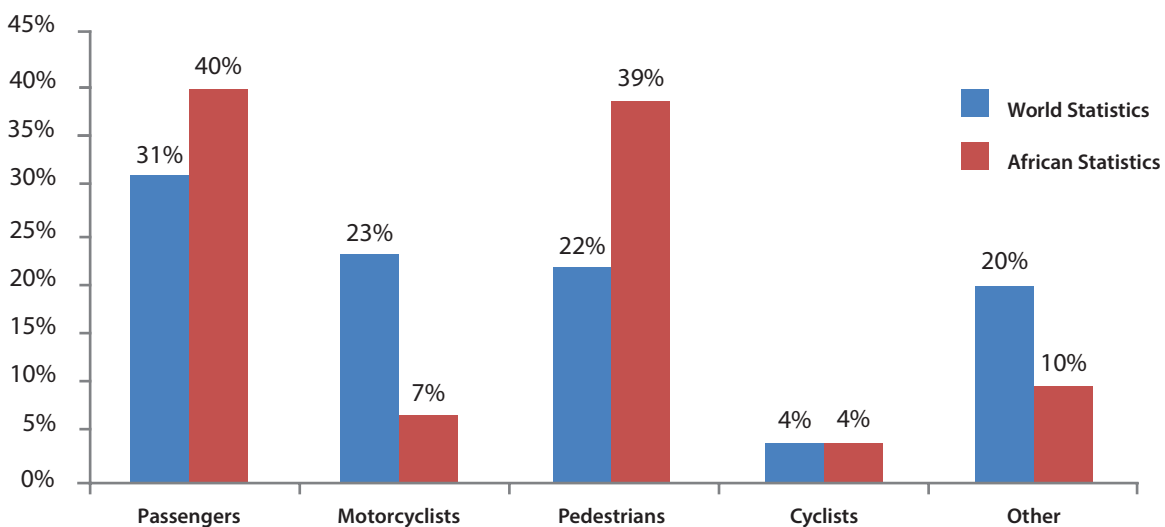
Figure 9: Percentage of fatalities per road user group (2015 Global Status Report on Road Safety)

4.2 South African Context

4.2.1 Introduction

Although road traffic injuries have been a leading cause of mortality for many years, most traffic crashes are both predictable and preventable. There is considerable evidence on interventions that are effective at making roads safer and countries that have been successful in implementing such programmes saw reductions in road traffic crashes, injuries and fatalities.

The importance of road safety to the economy and society at large provides a coherent business case for decisive policies and strategies to address the pandemic in order to reach the targets as set out in the UNDA and the NDP. The graph below shows that the number of fatal crashes and fatalities is increasing at an average rate of 3% since 2013.

Number of fatal crashes and fatalities
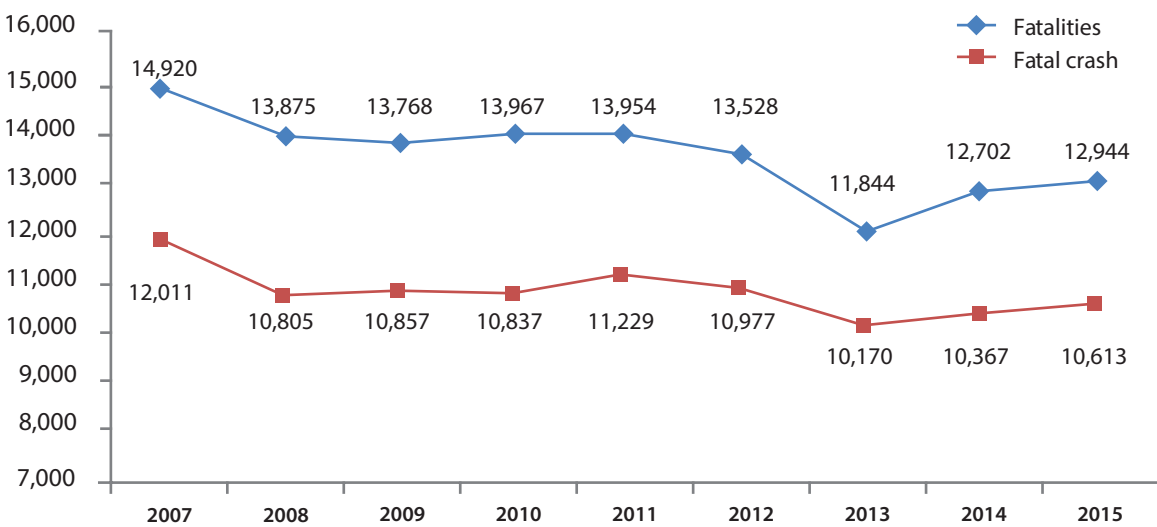
Figure 10: 2015 RTMC crash data

Based on 2015 information, South Africa's road fatality rate is 26 per 100 000 population. It fairs poorly against the world average of 17.5 and that of the average middle income rate (18.5).

Road Traffic Fatality Rate per 100 000 population
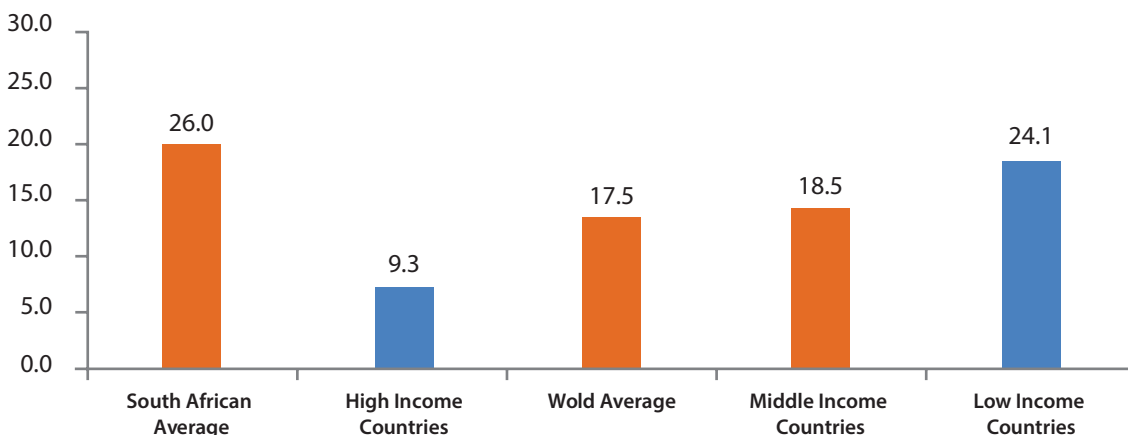
Figure 11: Comparison of the South Africa road crash fatality rate vs. the world

Changing road user behaviour is a critical component of the holistic "Safe System" approach advocated in New Zealand's Road Safety Strategy. Adopting and enforcing good laws is effective in changing road user behaviour on key risk factors for road traffic injuries such as speeding, drunken–driving. The failure to use helmets, seat-belts and child restraints properly also increases the severity of injuries.

The role of safe infrastructure and safe vehicles in reducing road traffic injuries cannot be ignored. Road infrastructure is mainly constructed with the needs of motorists in mind, although the report indicates that 49% of all road traffic deaths occur among pedestrians, cyclists and motorcyclists. Real and sustainable successes at reducing global road traffic deaths will only happen when road design takes into consideration the needs of all road users.

While vehicles in high-income countries are increasingly safe, the global status report provides worrying data showing that less than half of countries implement minimum standards on vehicle safety, and that these standards are notably absent in many of the large middle income countries that are major car manufacturers.

4.2.2   Country Road Safety Challenges

The below are some of the key challenges we are faced with in relation to road safety in the country:

4.2.2.1   Driver Behaviour

Driver behaviour has been noted as the major contributor to road crashes, with the following key factors playing a major role, namely:

- Distracted driving due to use of mobile phones for example;
- Driving whilst under the influence of alcohol and drugs, the risk of a crash is doubled, if the level of alcohol in the bloodstream is high, young road users are most vulnerable to this type of behaviour, due to the lifestyles, peer pressure and high risk appetite; and
- Contravening the rules of the road through moving violations
  Targeted road safety awareness campaigns aim to address these challenges amongst different road users, and these campaigns are complemented by enforcement of road traffic laws and regulations.

4.2.2.2   State of our Vehicles

Vehicle fitness is a critical element in the road safety environment; currently the average age of vehicles in South Africa is estimated to be 15 years. The lack of resources to support regular testing of vehicles results in a high number of un-roadworthy vehicles. Interventions are being considered such as periodic testing of vehicles however several factors will need taken into account number of personnel, required resources and necessary supporting systems.

4.2.2.3   State of our roads

South Africa generally has good road infrastructure, the country continues to invest and identify key road infrastructure improvements required. The increase in population figures and economic movements have resulted in depleting and inadequately maintained road infrastructure. The move towards non-motorised transport and a forgiving road infrastructure is not only a legislative issue but also speaks to other priorities of government that focuses on good health and contribution of carbon omission to the environment.

4.2.2.4   Fraud and Corruption

Fraud and corruption is prevalent in the industry, specifically in driver and vehicle licensing, vehicle roadworthiness, enforcement and the public transport licensing industry. The immediate effect is that; the current licensing system produces poor quality drivers and un-roadworthy vehicles which contribute to South Africa's road crash fatalities and injuries. The focus to capacitate and provide the required resources to the National Traffic Anti-Fraud and Corruption Unit (NTACU) will ensure that innovative methods are utilised to deal with high level of fraud and corruption in the fraternity. Key to these will be undertaking joint operations by working together with other Law Enforcement Agencies. Interventions will be executed in the most impacted and highly susceptible areas such as Driver License Testing Centre (DLTC) and Vehicle Testing Centres (VTCs) focusing on the process of fraudulent issuance of licenses.

4.2.2.5   Vulnerable Road Users

Pedestrians and passengers continue to be the main casualties in road crashes. The road infrastructure does not cater for the current socio-economic situation because there is an increased reliance on road freight to move people and goods. Spatial planning patterns have seen a growth in human settlements which are encroaching on national roads. Furthermore, the rapid commercial developments without considering walk ways for pedestrians and an efficient public transport has also created more challenges. The initiatives around pedestrian safety will focus on both education and enforcement.

4.2.2.6   Unresponsive road safety strategies

There has always been fragmentation of institutional efforts in addressing road safety challenges within the three spheres of Government and other interest group. As such, the RTMC as the lead agency in road safety, together with the DoT and its Road Entities (viz. SANRAL, RTIA, RAF and CBRTA) developed the 2016-2030 National Road Safety Strategy that seeks to coordinate efforts in a bid to halve the road crash deaths and injuries by 2030. The strategy, aligned to the National Development Plan and UNDA (amongst others), recognises the complexity of achieving this goal and employs an initiative-based strategy in which, different stakeholders in the road transport value chain are given targets aligned to their mandate.

4.2.2.7   Effective Law Enforcement

Some of the key elements is non-standardisation of deployment of law enforcers by ensuring efforts are placed around the key times when South Africans are most vulnerable. Statistical evidence from the RTMC state of road safety reports has shown that most road crashes resulting in road traffic injuries occur during weekends and at night as shown in Figures 12 and 13. The implementation of initiatives such as 24/7 shift system and the development of the National Road Traffic Law Enforcement Code (NRTLEC) aims to provide a standardised approach by all traffic law enforcers across the country.

Percentage distribution of accidents over a week
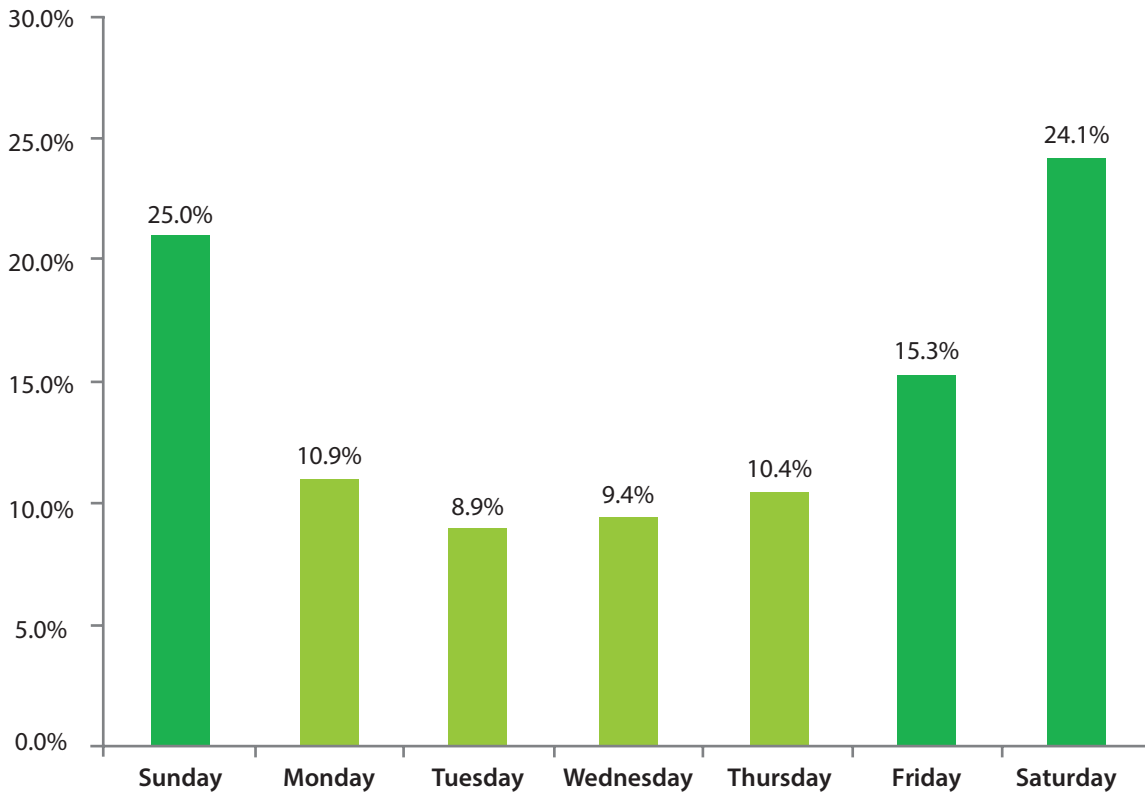
Figure 12: Fatal crashes - day of the week

Road crash time of the day
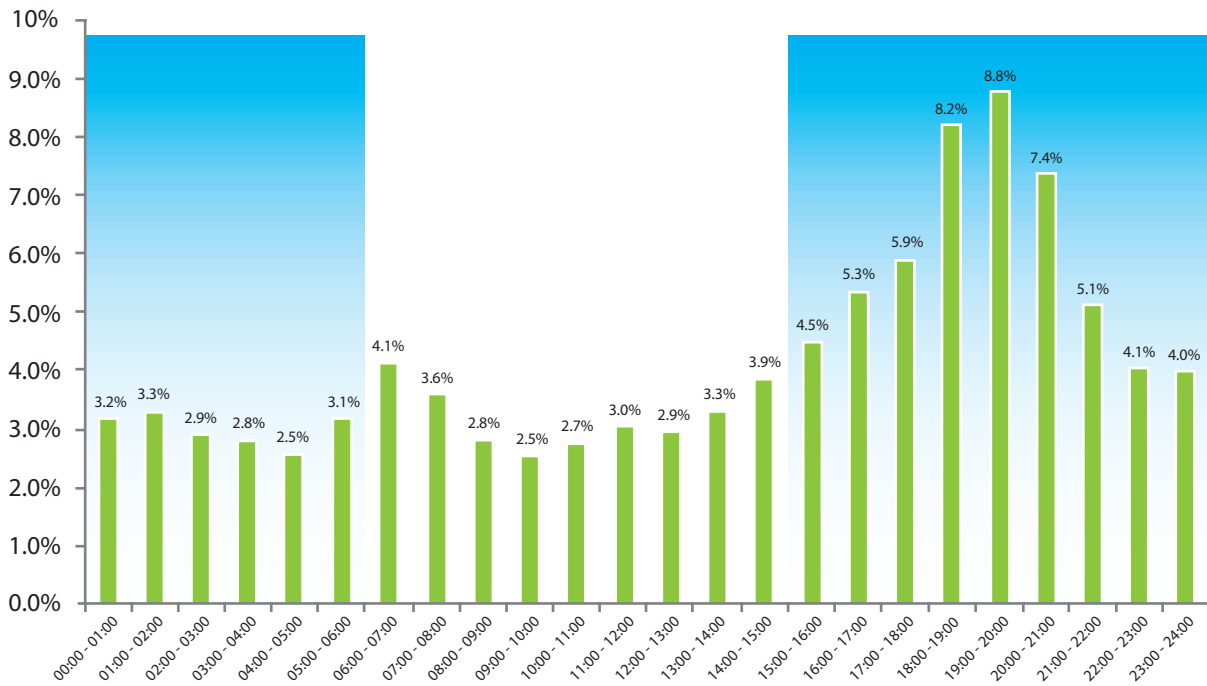
Figure 13: Fatal crashes - time of day

5. ORGANISATIONAL CHALLENGES

5.1 Harmonisation of road safety mandate

The legislative framework pertaining to road safety has resulted in a number of implementation challenges. The road safety mandate spans a number of entities in South Africa that are independent from the lead agency on road safety i.e. RTMC, RAF, RTIA, CBRTA and the DOT and certain provisions of the NRTA are still transitional.

This often blurs the lines and creates contestation between entities. That has resulted in fragmented road safety budget allocations, which are independently managed and consolidation is often a reactive process as planning is independently concluded, and information exchange is not institutionalised. The Corporation deems it prudent that constant, robust and on-going engagements between and amongst state agencies such as RTIA, RAF, CBRTA and others are enhanced. These engagements will on their own begin to integrate various operations and roles as outlined below:

ENTITY	ROAD SAFETY RELATED MANDATE
RTIA	Section 4 (5) (c) of the AARTO Act provides that the RTIA should support road safety awareness programmes in the execution of its functions.
SANRAL	From an engineering perspective Section 26 (e) obliges SANRAL to provide, establish, erect and maintain facilities on roads for the convenience and safety of road users
RAF	Section 4 (2) (g) of the Act states the fund may make financial contribution to road safety projects and programmes approved by the Minister
CBRTA	Section 23(d) of the Act provides that the Board must undertake road transport law enforcement

Table 6: Shared Road Safety mandate across the DOT Road Transport entities

5.2 Fragmentation in execution of programmes

The powers given among the three spheres of government in line with the constitution are concurrent, while others are provincial and local government competences respectively. That has resulted in fragmentation and ineffective execution of programmes. Streamlining the delivery of essential road traffic and law enforcement services hinges on institutionalised and established structure at a national level that will facilitate coordination, collaboration and ensure implementation and compliance with agreed uniform national standards.

5.3 Limited Road Safety Funding

It is common cause that the fiscal budget is limited. It therefore follows that with an overwhelming number of government priorities, in an all-inclusive society that strives to bridge the gap between the societal contradictions created by apartheid systems, the budget allocations for road safety are not in line with the magnitude of the problem.

One of the indicators to measure road safety effectiveness is the cost of crashes in a country. This information is used to measure the extent of the road safety problem and puts the cost against the economic performance of a country and provides for comparison in road safety performance with other countries.

The RTMC conducted a cost of crashes study in 2015, to determine the economic impact of road crash fatalities and injuries on the economy. The Department of Transport has last published the Cost of Crashes report in 2004 not only to evaluate the impact of road crashes on the economy, but to evaluate the impact of the then road safety programmes. The cost of crashes for South Africa was estimated to be R143 Billion (Approx. $10 billion) this is equivalent to 3.4% of the country's Gross Domestic Product (GDP). The costs of road traffic injuries and deaths are estimated at $64.5 billion - $100 billion globally.

There is a need to consolidate resources, realise economies of scale and attract private sector and donor funding towards the implementation of road safety solutions. The RTMC mandate clearly stipulates the need to phase out, where appropriate, public funding and phase in private sector investment in road traffic on a competitive basis.

5.4 Training of Traffic Personnel (Road Safety and Law Enforcement)

The current training standards for traffic officers remain inadequate and sub-optimal. The RTMC aims to be central in the development of new occupational qualification and ensure a credible system of managing a database for all qualified and practicing road traffic personnel. Professionalisation in the occupation and the management of entry requirements into the profession should enhance integrity and contribute towards the elimination of corrupt practices within the road traffic fraternity. The finalisation of the traffic officer and the road safety practitioner curriculum will go a long way in training new entrants but also up skilling and multiskilling the existing resources.

5.5 Research and Development

The historical inability to be at the forefront of research and innovation placed a limitation on the quality of core programmes. More focus will be placed in partnering with research bodies and the academic sector as envisaged in the NRTA. Research should be a focal point to ensure the implementation of strategies that are well informed.

5.6 Uncoordinated management of crash data

The Corporation is required to produce crash data on a monthly basis. The process requires the centralised collection of crash data from Provincial centres, which in turn require data to be provided by local authorities. The system is by nature complex and layered, and delays at one level have knock-on effects at higher levels. There is a need to ensure the integrity and availability of road traffic data. The introduction of an integrated road crash management system will assist in the production of accurate and credible road crash data. The Corporation aims to increase its footprint throughout the country to improve its road crash data management in collaboration with provinces. It further seeks to empower provinces in implementing road traffic safety programmes.

5.7 Fragmented stakeholder participation

The RTMC Act gives life to the core existence of the Corporation - to effect the pooling of road traffic powers of the Minister, MECs and the resources of national and provincial spheres of government responsible for road traffic management, in support of enhanced co-operative and co-ordinated road traffic strategic planning, regulation, facilitation and law enforcement.

Currently, the public and private sector are working independently in implementing road traffic safety programmes. The local government and provincial planning is conducted within minimal input from National departments. Furthermore, the priorities of various stakeholders and this are strongly reflected by allocation of funds to various projects. As such, the RTMC is tasked with providing a bridge to ensure limited resources are utilised to the full effect.

6. ORGANISATIONAL ENVIRONMENT AND GOVERNANCE

6.1 Human Resources

The Corporation has identified the need to build a single organisation where the current perception of two tiers (uniform and non-uniform) is translated into a single organisation. Diversity will serve as a strength that completes the organisation to fully realise its vision.

The Corporation is dependent on the continued availability of highly skilled, competent and committed employees at all levels to achieve its strategic objectives. This requires amongst others, the continuous training, education and development of RTMC employees. The Corporation has submitted its Workplace Skills Plan and its training efforts are informed by the said plan. The strategic focus will centre on attracting and retaining as well as transferring requisite skills to the current staff. The integrated human resource strategy will review the existing policy landscape and ensure that there is on-going organisational learning, improved performance management as well as retention and attraction of high performing employees.

6.1.1 Development of the new structure

The development and the resultant approval of the new structure, the appointment of the executives and senior managers necessitates a structured approach in ensuring that changes are thoroughly and smoothly implemented and that the lasting benefits of change are achieved. The evident organisational change presents opportunities to redesign jobs, develop structures that improve career opportunities, and develop improved communication and reporting lines. The figure below reflects the approved structure for the Corporation.
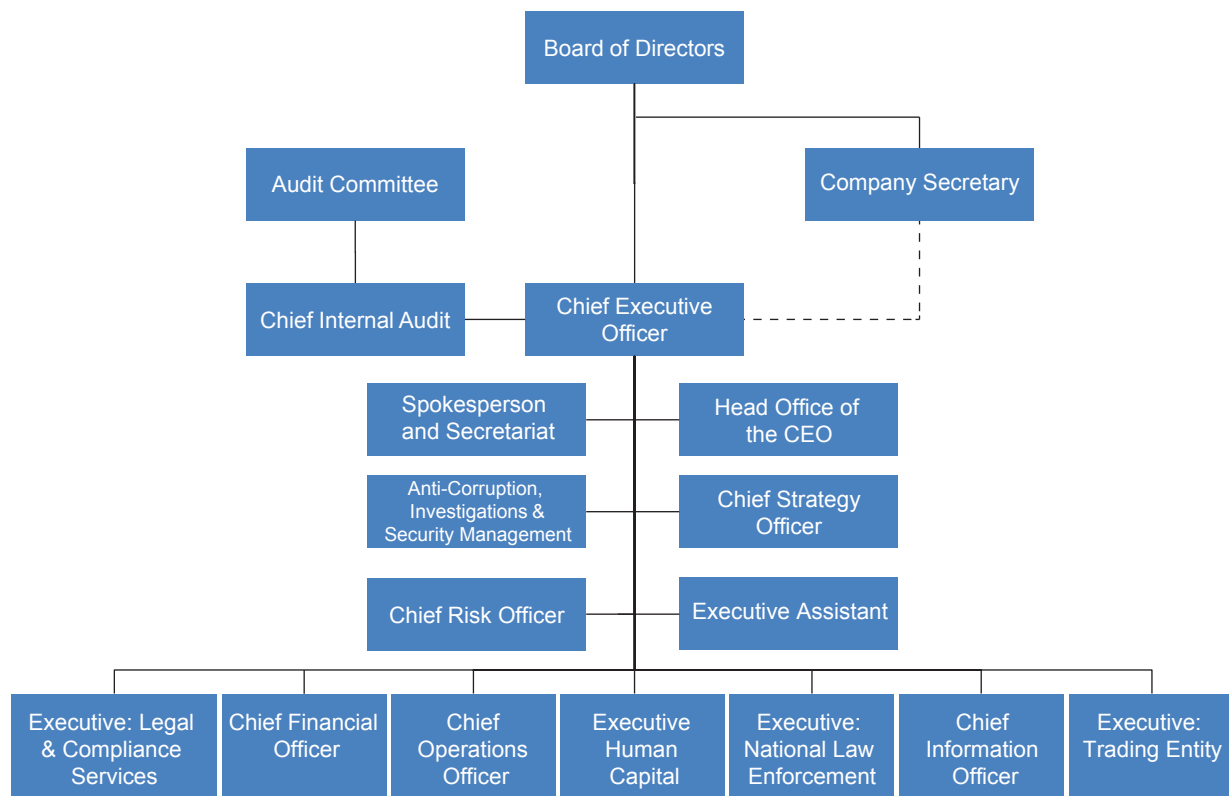
Figure 14: Organisational Structure

6.2 Relationship with Labour

The relationship with labour formations is central in ensuring proper functioning of the Corporation. On-going engagements with labour are necessary to ensure organisational discipline and performance. The structures and processes that have been developed allow for continuous engagement with the two recognised labour formations i.e. POPCRU and NEHAWU.

6.3 Information Communication Technology Infrastructure

It has become necessary to modernise the ailing and obsolete technology infrastructure of the Corporation in order to cater for business growth and to ensure increased availability of ICT systems and information security. In mitigating weaknesses and threats in the ICT environment there is a need to put controls in place, develop and implement uniform standards and create a safe and secure environment for information sharing and storage.

The Corporation has historically not had an approved ICT Strategy and a strategic implementation plan that provided a clear and unambiguous role and direction on how ICT assets could best be utilised to add value to the organisation. The lack of a clearly defined ICT strategy has meant that the operational mode of the unit became reactive when providing services and support across the organisation.

The development and implementation of the information technology strategy will give consideration to the business needs and implement solutions to provide efficiency gains in the service delivery environment. The ICT infrastructure improvements should provide for safe, reliable and secure information sharing, and streamline business processes and respond to change.

6.4 Governance

The highest decision making structure of the RTMC is the Shareholders Committee, which is constituted as follows:

6.4.1 The Shareholders Committee

- All provincial members of the Executive Committee responsible for matters connected with road traffic and safety in each province; and
- Two representatives as nominated by the national organisation recognised in terms of section 2(a) of the organised Local Government Act, 1997 (Act No. 52 of 1997)

6.4.2 The RTMC Board

The Board of Directors was appointed with effect from December 2016. This current Board of Directors take over from the previous one who over the past three years guided the RTMC to its stability. The RTMC Board continue to provide strategic guidance to management in the formulation of strategies and plans. Furthermore, in an effort to ensure effective oversight Board Committees were established and operate in line with the code of good governance.

7. STRATEGIC OUTCOME-ORIENTATED GOALS

The strategic outcome-oriented goals are geared towards positioning road safety and traffic matters as a high priority on the national agenda. The RTMC's mandate, policy instruments and government priorities have guided development of the goals. Cognisance was taken of challenges facing the Corporation in the implementation of programmes. The Corporation's strategic goals are summarised as follows:

1.	To promote and create a safer road environment
2.	Integrate and coordinate the road safety and traffic environment
3.	Leverage funding for road safety programmes
4	Create a dynamic and transformed organisation

7.1   Goal 1: To promote and create a safer road environment.

Strategic Goal 1	**TO PROMOTE AND CREATE A SAFER ROAD ENVIRONMENT**
Goal Statement	Road safety is a multidisciplinary field; the diverse nature requires multiple collaboration both within transport and with other stakeholders to facilitate an integrated and coherent approach to strategy formulation and implementation

7.1.1   Road Safety

This goal requires commitment and ongoing initiatives to reduce the number of road crashes and their consequences through systematic programmes, strategic plans, education and the monitoring of activities to ensure optimal efficiency and maximum impact. An integrated National Road Safety Strategy will provide an overall sense of direction to guide stakeholders' efforts in creating a safer road environment. It will result in a strong alignment across the wide range of interventions undertaken to reduce road crashes, injuries and fatalities. The goal has the following key delivery areas:

a)   *Road Safety Marketing and Communication*

There is a need to customise the road safety product offering by developing communication channels, products and disseminating these via the appropriate platforms to increase reach to all corners of South Africa. To this end, there will be a concerted effort to segment the product offering to ensure change in road user behaviour.

The Corporation will create and maintain full public and political attention and support for road safety initiatives and will build awareness around road safety through education, training and marketing campaigns. The implementation of the road safety marketing strategy will support strategic deliverables and advance alignment to the 365-Day Road Safety Programmes. The product offering will ensure current and relevant messaging and mass marketing to reach the largest numbers possible through national road safety awareness campaigns.

b)   *Road Safety in Schools*

Road crashes and fatalities in South Africa warrant urgent and decisive interventions. Central to the programmes is the responsibility of coordinating, institutionalising and creating awareness around road safety. Road Safety education and awareness are key components required to develop better road users and specifically, drivers. Specifically, good habits are easier to implement at a young age henceforth, road safety education at a primary and secondary phases of school are an appropriate and sustainable response to road safety. Initiatives will be undertaken to develop new road safety educational material. Special emphasis will be placed on further integrating road safety education in the school curriculum in collaboration with the Department of Basic Education (DBE).

c)   *Learner License Programme*

The Learner License Programme is a Driver Development Programme at schools where school leavers can acquire a learner's license when they complete their secondary schooling. Students will be encouraged to acquire a learner's license during their secondary education and driver's license at tertiary education so that they can be certified drivers by the time they enter the employment phase. These programmes are critical in minimising the elements of corruption in the acquisition of driver's licences. These programmes will have a holistic approach and emphasis will be place on ensuring the inclusion of youth from disadvantaged communities.

d)   *Road Safety and Alcohol Consumption*

The positive correlation between alcohol consumption and road trauma is well-established. It is imperative when approving alcohol distribution and consumption channels that Liquor Boards and Departments of Tourism consider road safety aspects. Ideally, the RTMC should be involved in the issuing of liquor licenses as due consideration needs to be given to the location of liquor distribution channels such as shebeens, liquor outlets, night clubs, taverns, and the impact thereof on road safety.

There is also a dire need to promote road safety at breweries, distillers, wine cellars, liquor traders, shebeens, nightclubs and taverns. A Road Safety Awareness Campaign would include among others interaction with patrons, and the empowerment of management and traders, who engage with patrons on an ongoing basis.

Section 65 of the National Road Traffic Act 93 of 1996 prohibits driving while under the influence of liquor or drugs having a narcotic effect or with excessive amount of alcohol in the blood. Driving under the influence of alcohol is currently a schedule 3 offence and as such, equivalent to minor crime and action against such is not severe. The Corporation through the Department of Transport aims to re-classify all road traffic offences to Schedule 5 of the Criminal Procedure Act.

The Corporation will also conduct regular national campaigns designed to promote safe road usage and behaviour among road users. Emphasis will be placed on drunken driving, which is the greatest contributor to road crashes. These campaigns will be complemented by intensified law enforcement activity.

e)   *Community Road Safety Support Structures*

There is consensus worldwide that road safety challenges can only be overcome through collaborative efforts. Institutional reform is needed to support good governance, facilitate participation in reaching consensus amongst stakeholders, and for the pooling of resources. The Corporation, together with the DoT, will establish community

outreach programmes, which support the National Road Safety Advisory Council, Community Road Safety Councils, Community Forums and Community Road Safety Ambassadors in rural and urban areas. These structures will promote and implement road safety programmes in communities.

f)   *Youth and Road Safety*

"A nation that does not take care of its youth has no future and does not deserve one." – OR Tambo. The establishment of structures for youth for road safety throughout the country is a new area of focus. This programme will be linked to existing youth structures such as youth clubs, boy scouts, girl guides and institutions of higher learning, amongst others. The Corporation will lead the establishment of youth programmes, which will be an all-inclusive platform targeting the most vulnerable and disadvantaged youth.

7.1.2   Law Enforcement

The programme focuses on coordination through the pooling of resources and the support of all three spheres of government to ensure effective and efficient law enforcement. The Corporation will establish extensive law enforcement programmes in collaboration with other law enforcement bodies and stakeholders. The National Traffic Police (NTP) will be to collaborate with other authorities to enforce the law. The intention is to intensify law enforcement efforts, particularly in hazardous locations. There will also be a concerted effort to look into scholar transport, public transport, vehicle fitness and adherence to laws and policies as part of the NTP's operations.

7.1.3   Stakeholder Management

Successful execution of the RTMC mandate requires collaboration with national, provincial and local spheres of government, the Shareholders Committee's support, and the RTMC's and relevant agencies' resources. There is also a need for structured partnerships with various stakeholder representatives, including business, the non-governmental sector, community-based organisations, and professional bodies. The development and implementation of an integrated and effective stakeholder management strategy will position the Corporation and drive its mission.

The Corporation will continue to foster collaboration with interested groups. The process will entail identification of the key stakeholders and the prioritisation of strategies and commitments. The process will allow for open discussions on the most pressing road safety issues and provide an opportunity to build sustainable partnership and fostering a shared understanding of priorities for all interest groups in road safety.

The Corporation will also invest in Corporate Social Responsibility Programmes, which support the eradication of poverty, skills development and other socio-economic issues.

7.1.4   Anti-Fraud and Corruption

The fraternity is synonymous with corruption, and the culture of corrupt practises by law enforcers and the South African public is deep-rooted. Dealing with corrupt and fraudulent practices requires measures that raise awareness, educate and deter corruption. The RTMC is attempting to address all areas where fraud and corruption is prevalent. Anti-fraud and Corruption Prevention Strategic Programmes will be undertaken to enhance efficiency, transparency, and accountability. Investment in new technologies will play a pivotal role in promoting the prevention of fraud and corruption within the traffic environment.

7.2 Goal 2: Integrate and coordinate the road safety and traffic environment

Strategic Goal 2	**INTEGRATE AND COORDINATE THE ROAD TRAFFIC ENVIRONMENT**
Goal Statement	To harmonise traffic management standards, processes and procedures and to ensure coordination and integration in the execution of the key strategic imperatives within the traffic environment

The Corporation has the mandate to ensure that standards and norms apply to road safety and traffic management programmes. The Corporation seeks to develop norms and standards for all spheres of government on traffic management capacity and also, create a common platform for national performance and reporting. The goal has the following key delivery areas:

7.2.1 Road Traffic Information

The programme focuses on the collection, analysis and accreditation of road traffic data and ensures the integrity of road traffic information. The focus will be on establishing data management systems for the traffic fraternity, to strengthen reporting structures and ensure on-going monitoring and evaluation.

Intergrated data management systems will ensure that road safety interventions are based on appropriate data and on-going monitoring and evaluation to track progress and the achievement of the strategic objectives set out in the different policy documents.

The RTMC will invest in innovative technologies and new infrastructure, which will provide business intelligence capability, enabling data management across multiple systems. The process will integrate road traffic information to improve the quality of data and integrate the existing systems. Key to these is the development of integrated road traffic management systems that will assist in ensuring that information on the different systems such e-NaTIS have credible and accurate but also a shared platform to manage road traffic information across the spheres of government but also with private sector.

The Corporation will collaborate with the South African Police, Statistics South Africa, the Department of Home Affairs, and other key stakeholders to develop a Road Traffic Information Management System, capable of providing timeous analysis and reporting on road safety. The development of a databank that creates integration, convergence and synergies in the management of road traffic information countrywide is paramount.

7.2.2 Research and Development

Road safety solutions need to be informed by research. Quality research requires investment in skills, resources and supporting infrastructure. Substantial investment will be made to strengthen research capabilities and recruit the necessary research skills.

A multi-pronged approach will be adopted, underpinned by partnerships with the private sector, academia and research bodies. The RTMC will implement recommendations based on research.

Research needs to be supported by infrastructure owners such as SANRAL, municipalities and provinces. The Corporation will also work with vehicle industry bodies and the South African Bureau of Standards (SABS) in the field of regulatory approval for vehicle safety features, and the identification of innovative new technologies to make vehicles safer.

7.2.3   Training of Traffic Personnel

The programme is responsible for the overall quality of road traffic training, determining and implementing standards for training of traffic personnel. It emphasises professionalisation of the fraternity by streamlining the recruitment process and ensuring that law enforcers are competent and skilled.

Entry-Level Opportunities for Traffic Personnel

To attract the calibre of traffic officers required, it is necessary to review entry requirements. In addition, opportunities related to entry-level careers, such as traffic wardens and junior traffic officers, needs attention. Given the growth in population and vehicle size, it is imperative to appoint more traffic officers if South Africa is to achieve its goal of reducing road traffic injuries.

The Corporation has developed norms and standards for the road safety and traffic fraternity. The RTMC will focus on the implementation of the high-level 21st-century curriculum for specialised training of road safety and traffic personnel. It will continue to work closely with colleges and universities to develop a 21st-century curriculum, which includes on-the-job training, work-based learning and functional skills, culminating in professional accreditation.

Traffic officers and road safety practitioners will be up-skilled and trained in line with the revised 21st-century curricula with the aim of professionalising the road safety and traffic environment. Training of road safety and traffic personnel will be ongoing. The curriculum for road traffic officers, road safety practitioners, facilitators and driving schools remains a priority to ensure the country has the requisite training tools to produce the requisite skills and personnel to create safer roads.

The vehicle and driver population is currently outgrowing the increase in the number of traffic officers in the country. Furthermore, the current number of training colleges in the country is thirteen (13) without a Centre of Excellence to lead the development of innovative training techniques. The Corporation aims to address the gap in the traffic personnel training through the establishment of a Centre of Excellence through the acquisition of a training centre that will lead skills transfer from an academic and training perspective.

7.2.4   Law Enforcement Standards, Planning and Coordination

The development and implementation of the National Road Traffic Law Enforcement Code will harmonise norms, standards and discipline within the traffic sector. The work towards the nationalisation of law enforcement will result in the following among others:

*   Overall operational command of the service which depends on effective oversight and enables optimal utilisation of public resources;
*   A greater impact on the prevention of road traffic offences and reduction in road traffic fatalities and effectively contribute to increase visible policing;
*   24/7 shift system to ensure the deployment of law enforcers is at the most critical times when most crashes occur; and
*   National Road Traffic Law Enforcement Code (NRTLEC) that aims set norms and standards for law enforcement to ensure standardisation and harmonisation of the fraternity

A law enforcement strategy will be implemented to ensure improved systems for the implementation and coordination of law enforcement activities, to maximise efficiency, increase impact, enforce the law and create favourable working condition of officers. The strategy will focus on strengthening relations across the three spheres of government, and other interested parties. Law enforcement programmes will focus on the implementation of sustainable, systematic enforcement of all traffic regulations and rules; emphasis will be on hazardous roads prone to high crash-levels.

7.3 Goal 3: Leverage funding for road safety programmes.

Strategic Goal 3	LEVERAGE FUNDING FOR ROAD SAFETY PROGRAMMES
Goal Statement	Ensure adequate funding to facilitate sustainable road safety and traffic programmes and activities

Road safety funding competes with other government priorities with a limited fiscal budget that makes it an imperative to the RTMC to find alternative sources of revenue. The Strategic Plan commits the Corporation to developing a sustainable funding model for road safety programmes. The goal has the following key delivery areas:

7.3.1 Financial Sustainability

There is the need to identify alternative revenue streams from private sector investment, with broader participation in road safety and traffic management programmes. The process will rely on innovative initiatives, with the private sector, through sponsorship or public-private partnerships, to assist in resourcing and implementing programmes to ensure safer roads, efficient traffic management and economic growth. The Corporation will initiate the development of a funding framework for road safety; the Global Plan proposes countries dedicate 10% of infrastructure spending to road safety.

7.4 Goal 4: Dynamic and transformed organisation.

Strategic Goal 4	CREATE A DYNAMIC AND TRANSFORMED ORGANISATION
Goal Statement	To ensure good governance in line with human development and political institutional reform by creating a focused and committed organisation, with the necessary skills, and good cooperative governance, with the aim of improving the quality of services and a culture of compliance

The Corporation's organisational structure has created an opportunity for growth and cultural reorientation, with emphasis on the need to establish performance-oriented capacity development. The Corporation should ensure that its structures are adequately empowered to execute their functions effectively through good governance. The goal has the following key delivery areas:

7.4.1 Human Resource Management

Human Resource Management provides overall support to the core business. It ensures that talent is managed strategically, consistently and transparently. HR processes need to be aligned with the organisation's current and future needs, in line with business demands, to ensure optimal organisational performance.

Part B: Strategic Programmes

8. PROGRAMMES AND STRATEGIC OBJECTIVES

8.1 Programme 1: Operations

The purpose of the programme is to ensure provision for a safe environment through road safety education and awareness, capacity building and traffic information management. The programme includes Road Safety Coordination and Education, Training of Traffic Personnel and Road Traffic Information.

8.2 Programme 2: Law Enforcement

The purpose of the programme is to regulate road traffic law enforcement through the development of enforcement standards in order to ensure the provision of co-operative, integrated and coordinated implementation of law enforcement programmes. The programme includes National Traffic Police interventions and Law Enforcement Planning, Standards, and Coordination.

8.3 Programme 3: Traffic Intelligence and Security

The programme focuses on anti-fraud and corruption prevention strategic programmes which will be undertaken in order 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.

8.4 Programme 4: Strategic Services

The programme has both an internal and external outlook and provides strategic services to the Corporation. The programme includes Stakeholder Management, Research and Development, Communication and Marketing as well as Strategy and Reporting.

8.5 Programme 5: Support Services

The purpose of this programme is to provide the Corporation with the overall management and administrative services in order to deliver on its mandate in a sustainable, effective and efficient manner. The programme includes Finance, Human Resources, Information Technology, Legal Service, Office of the CEO, and all other administrative functions of the Corporation.

9. GOALS AND STRATEGIC OBJECTIVES

The figure below reflects a summary of the goals and strategic objectives. The full detail is provided in line with the set-out requirements.

To promote and create a safer road environment	Intergarte and incorporate the road safety and traffic environment	Leverage funding for road safety programmes	Create a dynamic and transformed organisation
Educate and create awareness on road traffic matters	Proessionalise the road traffic fraternity	Promote and secure investment from the private sector for road traffic safety	Create a conducive environment by inculcating a culture of learning and high performance
Ensure compliance with traffic regulation through effective and efficient law enforcement	Establish and intergarted national road traffic management system		
Establish and sustain relationships with interest groups on road traffic matters	Invest in road traffic research and development		
Promote the prevention of fraud and corruption in road traffic fraternity	Develop and monitor norms and standards for the road traffic fraternity		

Figure 15: Goals and Objectives

9.1 Programme 1: Operations

The purpose of the programme is to ensure provision for a safe environment through road safety education and awareness, capacity building and traffic information management. The programme includes Road Safety Education and Awareness Traffic Training and Road Traffic Information.

No	STRATEGIC OBJECTIVES	LINK TO STRATEGIC GOALS
1.	Educate and create awareness on road traffic matters	Goal 1
2.	Professionalise the road traffic fraternity	Goal 2
3.	Establish an integrated national road traffic information management system	Goal 2

9.1.1 Sub Programme: Road Safety, Education and Communications

Strategic Objective 1	**EDUCATE AND CREATE AWARENESS ON TRAFFIC AND ROAD SAFETY MATTERS**
Objective Statement	• Develop and implement a national road safety strategy to integrate all road safety programmes to maximise impact of interventions
Baseline	• Number of 365 day road safety programmes implemented • Number of road safety and traffic campaigns implemented • Number of youth and women programmes implemented
Justification	• Wide scale road safety education and awareness programmes to influence behaviour of road users across all spectra of society • Maintain full support to the road safety programs across all spectra of society by mobilising and fostering partnerships with private and non-governmental organisations interested in road safety • Intensify awareness programmes on dangers of drunken driving, speeding, non-use of restraints non-use, driver fatigue and drug usage • Initiate educational road safety programmes to inculcate a culture of road safety at a tender age • Ensure the formulation and development of framework for road safety to monitor and evaluate road safety programmes
Links	• NDP • Department of Education • Department of Justice
Indicators	• Develop and monitor the implementation of the National Road Safety Strategy • Number of evaluation reports on road safety transversal indicators implemented by provinces • Number of road safety Programmes targeting youth implemented • Number of educational programmes implemented • Number of community based programmes implemented • Number of national road safety campaigns implemented in line with the 365-day programme

9.1.2 Sub Programme: Training of Traffic Personnel

Strategic Objective 2	**PROFESSIONALISE THE ROAD TRAFFIC FRATERNITY**
Objective Statement	Institutional capacity should be strengthened, by investing in training to enhance the skills of personnel, to create professionalism and opportunities for career progression
Baseline	• Traffic officer Qualification NQF 4
Justification	• Set training norms and standards to standardise the road safety and traffic environment educational training • Capacity building to ensure the fraternity has the required skill • To set minimum recruitment standards for road safety and traffic officers
Links	• RTMCA • NDP • MTSF • MDG • SAQA • QCTO • Inter-governmental relations framework • To set minimum recruitment standards for road safety and traffic officers
Indicators	• Develop, implement and monitor the implementation of the standardised curriculum for traffic officers • Develop, implement and monitor the implementation of the standardised curriculum for road safety practitioner

9.1.3 Sub Programme: Road Traffic Information

Strategic Objective 3	**ESTABLISH AN INTEGRATED NATIONAL ROAD TRAFFIC INFORMATION MANAGEMENT SYSTEM**
Objective Statement	Improve the quality of road safety data through, good practices, standardisation and integrated management systems
Baseline	• 2011 State of road safety report

9.1.3 Sub Programme: Road Traffic Information (continued)

Strategic Objective 3	ESTABLISH AN INTEGRATED NATIONAL ROAD TRAFFIC INFORMATION MANAGEMENT SYSTEM
Justification	• Integrate road traffic data management systems, to produce quality data to ensure continuous publication of the state of road safety reports on a continuous basis • To collaborate with key stakeholder in developing a functional and sustainable traffic information management systems that can provide the necessary information for road safety, law enforcement programmes, and develop responsive strategies
Links	• RTMCA • Statistics South Africa • Decade of Action for Road Safety 2011-2020 • NDP • MDG
Indicators	• Number of State of Road Safety Reports approved by the Board • Develop, implement and maintain the national road traffic information databank

9.2 Programme 2: Law Enforcement

The purpose of the programme is to ensure provision for integrated and coordinated implementation of law enforcement programmes. Key to this will be the development of the framework for law enforcement monitoring and evaluation. The programme includes National Traffic Law Enforcement, Law Enforcement Standards and Law Enforcement Planning and Coordination.

Strategic Objective 3	STRATEGIC OBJECTIVES	LINK TO STRATEGIC GOALS
1.	Ensure compliance with traffic legislation through effective law enforcement	Goal 1
2.	Develop and monitor norms & standards for road traffic fraternity	Goal 2

9.2.1 Sub Programme: National Traffic Police

Strategic Objective 4	**ENSURE COMPLIANCE WITH TRAFFIC LEGISLATION THROUGH EFFECTIVE LAW ENFORCEMENT**
Objective Statement	Proactive law enforcement to enforce the laws of the road and implement effective punitive measures, including cross-border transport by the public and private sectors, to reduce road crashes and enhance business opportunities
Baseline	• Number of vehicles stopped and inspected to check for compliance to road traffic regulation • Number of high impact operations conducted • Number of targeted law enforcement interventions
Justification	• To increase the effectiveness of law enforcement • To increase visibility by implementing the 24/7 policy
Links	• RTMCA • NDP • CBRTA Act
Indicators	• Number of targeted Road Traffic Law Enforcement intervention in support of province to reduce road craches and fatalities • Number of inspections inline with Section 39 of thr CRBTA Act

9.2.2 Sub Programme: Law Enforcement Standards, Planning and Coordination

Strategic Objective 5	**DEVELOP AND MONITOR NORMS & STANDARDS FOR ROAD TRAFFIC FRATERNITY**
Objective Statement	To harmonise and regulate enforcement standards, policies and procedures and co-ordinate road traffic enforcement operations across the three spheres of government for greater impact in reducing offences, injuries and fatalities
Baseline	• Traffic regulations and standards
Justification	• To improve the image of road traffic law enforcement • To pool powers of all three spheres of government to execute effectively and efficiently on all road safety and traffic programmes with the aim of creating better coordination and integration within the fraternity • Active participation of all stakeholders from the three spheres of government in the reduction of road crashes • To enforce road traffic management in a coordinated manner by formulating and developing framework for law enforcement to monitor and evaluate law enforcement interventions safety and traffic officers

9.2.2 Sub Programme: Law Enforcement Standards, Planning and Coordination (continued)

Strategic Objective 5	**DEVELOP AND MONITOR NORMS & STANDARDS FOR ROAD TRAFFIC FRATERNITY**
	• RTMCA • NRTA • NDP • NDOT Priorities • SA Constitution • CPA
Indicators	• Develop and monitor the implementation of the NRTLEC • Number of evaluation reports on road safety transversal indicators implemented by provinces

9.3 Programme 3: Traffic Intelligence and Security

No	**STRATEGIC OBJECTIVES**	**LINK TO STRATEGIC GOALS**
1.	Promote the prevention of fraud and corruption in the traffic environment	Goal 1

9.3.1 Sub Programme: National Anti-Fraud and Corruption

Strategic Objective 6	**PROMOTE THE PREVENTION OF FRAUD AND CORRUPTION IN THE ROAD TRAFFIC FRATERNITY**
Objective Statement	• Strengthen and built capacity to create a resilient anti-corruption system within the fraternity • Adopt a proactive, holistic approach to reducing and eliminating corrupt activities within the fraternity
Baseline	• Number of fraud and corruption cases investigated • Number of fraud and corruption awareness campaigns conducted
Justification	• Prevent and combat corruption, through the development of an integrated national anticorruption strategy • To institute strong anti-corruption programmes • Monitoring the compliance of the DLTCs, VLTCs and VTCs

9.3.1 Sub Programme: National Anti-Fraud and Corruption (continued)

Strategic Objective 6	PROMOTE THE PREVENTION OF FRAUD AND CORRUPTION IN THE ROAD TRAFFIC FRATERNITY
Links	• RTMCA • NDP • MTSF
Indicators	• Percentage of fraud and corruption cases investigated • Number of anti-fraud and corruption awareness campaigns implemented

9.4 Programme 4: Strategic Services

The programme has both an internal and external outlook and provides strategic service to the Corporation. The programme includes Stakeholder Management, Communication and Marketing, Research and Development as well as Strategy and Reporting.

No	STRATEGIC OBJECTIVES	LINK TO STRATEGIC GOALS
1.	Establish and sustain relationships with private sector and interest groups on road traffic matters	Goal 1
2.	Invest in road safety research and development	Goal 2

9.4.1 Sub Programme: Stakeholder Management

Strategic Objective 7	ESTABLISH AND SUSTAIN RELATIONSHIPS WITH PRIVATE SECTOR AND INTERESTED GROUPS
Objective Statement	To create, operationalise and sustain an all-inclusive stakeholder platform that allows for collaboration in the execution of the mandate of the Corporation
Baseline	• Number of MOU's finalised • Number of Corporate Social Responsibility programmes implemented

9.4.1 Sub Programme: Stakeholder Management (continued)

Strategic Objective 7	**ESTABLISH AND SUSTAIN RELATIONSHIPS WITH PRIVATE SECTOR AND INTEREST GROUPS**
Justification	• Active participation of all stakeholders in the prevention of road crashes • Embark on corporate citizenry programme for the development on road safety matters
Links	• RTMCA • National Development Plan • MDG Goals • Decade of action for Road Safety 2011-2020. • Intergovernmental relations framework
Indicators	• Number of stakeholder engagements executed within road safety programmes • Number of CSR programmes implemented

9.4.2 Sub Programme: Research and Development

Strategic Objective 8	**INVEST IN ROAD SAFETY RESEARCH AND DEVELOPMENT**
Objective Statement	• To ensure the undertaking of research that will assist in identifying the extent and the damage of road crashes to the lives of those affected directly and indirectly • To foster relationship on a long term basis to ensure institutions participate in road safety research
Baseline	• Number of research and development products developed
Justification	• Identify and formulate research priorities to allow for rapid generation of knowledge, and information on traffic and road safety matters • To ensure road safety programmes implemented are informed by supporting data to avoid wasting of already scarce resources • A clear framework is necessary to promote and coordinate research activities in road safety and ensure proper dissemination of information • Introduce tools to assess hazardous roads locations

9.4.2 Sub Programme: Research and Development (continued)

Strategic Objective 8	**INVEST IN ROAD SAFETY RESEARCH AND DEVELOPMENT**
Links	• Decade of Action for Road Safety 2011-2020 • RTMCA
Indicators	• Identify and formulate research priorities to allow for rapid generation of knowledge, and information on traffic and road safety matters • To ensure road safety programmes implemented are informed by supporting data to avoid wasting of already scarce resources • A clear framework is necessary to promote and coordinate research activities in road safety and ensure proper dissemination of information • Introduce tools to assess hazardous roads locations

9.5 Programme 5: Support Services

The purpose of this programme is to provide the Corporation with the overall management and administrative services in order to deliver on its mandate in a sustainable, effective and efficient manner. The programme includes Financial Services, Human Resources, Information Technology and Compliance Management.

NO	STRATEGIC OBJECTIVES	LINK TO STRATEGIC GOALS
1.	Create a conducive environment for learning and performance by inculcating a culture of learning and development	Goal 4
3.	Promote and source investment from private sector for road traffic safety	Goal 3

9.5.1 Sub Programme: Human Resources

Strategic Objective 10	**CREATE A CONDUCIVE ENVIRONMENT FOR LEARNING AND PERFORMANCE BY INCULCATING A CULTURE OF LEARNING AND DEVELOPMENT**
Objective Statement	• Produce a capable workforce by developing and providing on-going training of personnel for increased performance in a transformative manner

9.5.1 Sub Programme: Human Resources (continued)

Strategic Objective 10	**CREATE A CONDUCIVE ENVIRONMENT FOR LEARNING AND PERFORMANCE BY INCULCATING A CULTURE OF LEARNING AND DEVELOPMENT**
Baseline	• Work-skills plan (Number of staff trained) • Performance Management Policy (Percentage of agreements completed and assessed) • Vacancy Rate Management • Sound organisational and financial management
Justification	• Development of staff • Sustainable job creation • Empowerment of staff • Improvement of the Corporate Identity • Promotion of good governance • Responsible corporate citizenry to improve the quality of lives of our people
Links	• NDP • MTSF • RTMCA objectives
Indicators	• % of the vacancy rate achieved for all activated posts • % of Workplace Skills Plan targets achieved • Implement the ICT strategy

9.5.2 Sub Programme: Financial Sustainability

Strategic Objective 9	**PROMOTE AND SOURCE INVESTMENT FROM PRIVATE SECTOR FOR ROAD SAFETY AND TRAFFIC PROGRAMMES**
Objective Statement	• Develop alternative sources of revenue for road safety programmes by coordinating, facilitating and strengthening partnerships with the private sector to sponsor and invest in road safety campaigns and initiatives • Encourage and advocate for increased funding for road safety programmes by creating a conducive environment to phase in private sector investment
Baseline	• No baseline
Justification	• To phase in private sector investment from organisations with vested interest in road safety • Ensure budget allocation to support national road safety programmes
Links	• PFMA • RTMCA • King III Code • NDP • MTSF
Indicators	• Develop and implement an alternative funding model
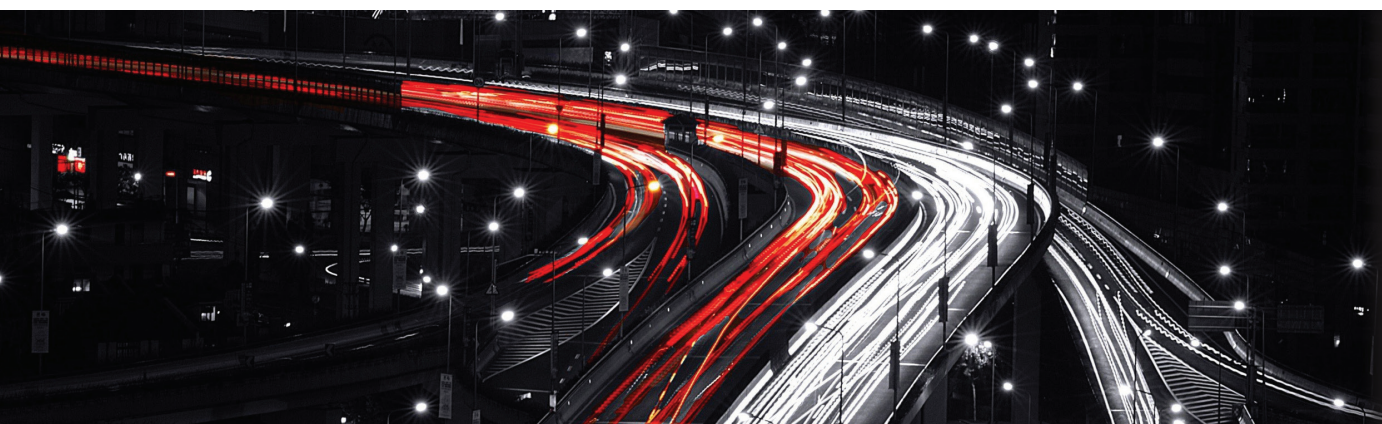
10. Overview of the 2017/18 budget and MTEF estimates

The budget presented below is based on the allocated budget from National Treasury.

Table A.3 Road Traffic Management Corporation

Statement of financial performance (R thousand)	2012/13 Budget	2012/13 Audited Outcome	2013/14 Budget	2013/14 Audited Outcome	2014/15 Budget	2014/15 Preliminary outcome	2015/16 Budget estimate	2015/16 Revised estimate	Outcome/Budget Average % 2012/13-2015/16	Average growth rate (%) 2012/13-2015/16	Expenditure/total: Average (%) 2012/13-2015/16	2016/17	2017/18	2018/19	Average growth rate (%) 2015/16-2018/19	Expenditure/total: Average (%) 2015/16-2018/19
Non-tax revenue	**58,510**	**425,033**	**6,500**	**438,870**	**448,920**	**454,026**	**475,819**	**475,819**	47.3%	3.8%	75.1%	**507,196**	**538,167**	**569,389**	6.2%	72.4%
Sale of goods and services other than capital assets	–	412,042	–	414,697	442,680	421,436	467,470	467,470	35.4%	4.3%	71.8%	498,329	528,786	559,463	6.2%	71.1%
of which:																
Administrative fees	–	412,042	–	414,697	442,680	421,436	467,470	467,470	35.4%	4.3%	71.8%	498,329	528,786	559,463	6.2%	71.1%
Other sales	–	–	–	–	–	–	–	–								
Other non-tax revenue	58,510	12,991	6,500	24,173	6,240	32,590	8,349	8,349	11.9%	-13.7%	3.2%	8,867	9,381	9,925	5.9%	1.3%
Interest, dividends and rent on land	250	7,923	4,500	18,169	4,216	20,010	6,216	6,216	1.1%	-7.8%	2.2%	6,601	6,984	7,389	5.9%	0.9%
Transfers received	**82,412**	**82,412**	**166,946**	**166,946**	**176,008**	**176,008**	**184,104**	**184,104**	52.7%	30.7%	24.9%	**193,862**	**203,555**	**215,361**	5.4%	27.6%
Total revenue	**140,922**	**507,445**	**173,446**	**605,816**	**624,928**	**630,034**	**659,923**	**659,923**	100.0%	9.2%	100.0%	**701,058**	**741,722**	**784,750**	5.9%	100.0%
Expenses																
Current expenses	**140,922**	**208,417**	**173,446**	**232,343**	**624,928**	**316,793**	**659,924**	**659,924**	100.0%	46.8%	100.0%	**701,058**	**741,722**	**784,750**	5.9%	100.0%
Compensation of employees	112,973	110,765	108,712	118,562	161,458	151,302	170,503	170,503	48.6%	15.5%	44.4%	182,438	194,844	208,095	6.9%	26.2%
Goods and services	21,888	95,602	59,125	108,386	456,703	156,758	482,275	482,275	48.9%	71.5%	53.8%	507,628	535,247	564,350	5.4%	72.4%
Depreciation	6,061	1,844	5,494	5,065	6,693	8,326	7,068	7,068	2.4%	56.5%	1.7%	10,953	11,589	12,261	20.2%	1.4%
Interest, dividends and rent on land	–	207	115	330	74	407	78	78	0.0%	-27.8%	0.1%	39	42	44	0.0%	0.0%
Interest	–	207	115	330	74	407	78	78	0.0%	-27.8%	0.1%	39	42	44	-17.3%	0.0%
Total expenses	**140,922**	**208,417**	**173,446**	**232,343**	**624,928**	**316,793**	**659,924**	**659,924**	100.0%	46.8%	100.0%	**701,058**	**741,722**	**784,750**	5.9%	100.0%
Surplus/(Deficit)	**–**	**299,028**	**–**	**373,473**	**–**	**313,241**	**–**	**–**		-100.0%	-100.0%	**–**	**–**	**–**		

10.2 Summarised MTEF budget per Programme

Budget per Programme						
Programme	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Operations	88,515	93,471	126,101	105,728	111,966	118,374
Law Enforcement	154,073	162,701	156,600	181,795	192,521	203,302
Traffic Intelligence & Security	11,272	11,900	12,501	13,477	14,272	15,071
Strategic Services	75,044	79,246	101,317	104,299	110,453	116,638
Support Services including CAPEX	296,077	312,605	304,540	331,422	355,537	378,444
Total MTEF Budget allocation	**624,980**	**659,924**	**701,058**	**736,722**	**784,749**	**831,830**

10.3 Summarised MTEF budget per Economic classification

Budget per Economic Classification - MTEF						
Expenditure items	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Salaries & Wages	161,458	170,500	325,891	352,528	376,465	401,201
Law Enforcement	382,371	403,729	283,644	286,997	305,353	321,933
Goods & Services	81,151	85,695	91,523	97,197	102,932	108,696
Strategic Services	**624,980**	**659,924**	**701,058**	**736,722**	**784,750**	**831,830**

11. CORPORATION'S STRATEGIC RISKS

RISK NAME	RISK DESCRIPTION	CURRENT BUSINESS PROCESSES / CONTROLS IN PLACE TO MANAGE IDENTIFIED RISKS
1. Legislative environment impeding RTMC in achieving its objectives.	1. Difficulty in realisation of RTMC National footprint due to non- alignment of Rules and Regulations (Laws).	• Legislative review in progress. • Establishment of some regional offices (co-ordination with local authorities).
2. Inadequate human capital skills within the fraternity.	2. Standardization of curriculum to ensure appropriate and consistent applicationof procedures by appropriately trained traffic officials. This will also lead to consistency in law enforcement.	• Ensuring compliance with training standards. • Setting training standards for the fraternity. • Facilitating skill development programmes.
3. Lack of stakeholder coordination to achieve the RTMC's mandate.	3. Maximisation of stakeholder participation i.e. engagement of different stakeholders/ institutions surrounding RTMC that affect or effect performance.	• Concluding Memorandum of Understanding (MOUs) with various stakeholders. • Operational committees and formal structure dealing with stakeholder. • Engagement with public and private entities. • Provincial and national conferences. • Legislative review conducted to identify current universe and compliance requirements. • Development & implementation of a Stakeholder Management Strategy.

RISK NAME	RISK DESCRIPTION	CURRENT BUSINESS PROCESSES / CONTROLS IN PLACE TO MANAGE IDENTIFIED RISKS
4 . Fraud and Corruption.	The RTMC operates in an environment that is prone to fraud and corruption perpetrated by traffic officials, the public and internal RTMC staff. The effects of these practices have a huge bearing on road crashes in South Africa due to drivers and vehicles that should not be on the road	• Develop and implement Fraud Prevention Plan • Fraud Awareness Campaigns. • Approval of Whistle-Blowing Policy • Code of Ethics • Integrated Fraud Management Framework.
5. Lack of business continuity	Capability to continuously deliver services at acceptable predefined levels following a disruptive event	Develop a risk-based Business Continuity Plan
6. Unquantified impact analysis of programmes	Continuous assessment and analysis of the impact of programmes, ensuring programmes are refined where necessary	Internal and external oversight committees including capacitating monitoring and evaluation
7. Ineffective and inadequate information systems	Optimal utilisation of IT to enhance performance	Alignment of system architecture with RTMC objectives
8. Risk that the RTMC will not be financially sustainable	Need for the systems to be put in place for alternative generation of revenue	Develop and implement and alternative funding model

12. STRATEGIC WORKPLAN

12.1 Programme 1: Operations

#	Programme	Strategic Key performance area	Strategic Plan Target	Output	Year 1 (2015/16)	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
1.	Road Safety Coordination, Education and Communi-cation	Develop and monitor the implementation of the national road safety strategy	National Road safety strategy developed, programmes Implemented and impact analysis conducted on the	In order to have a safer road environment for the country, the national road safety strategy endeavors	Development and approval of the strategy	Implemen-tation of the National Road Safety Strategy	Evaluation and implement-ation of the National Road safety Strategy	Evaluation and implement-ation of the National Road safety Strategy	Evaluation and implement-ation of the National Road safety Strategy

12. STRATEGIC WORKPLAN

12.1 Programme 1: Operations (continued)

#	Programme	Strategic Key performance area	Strategic Plan Target	Output	Year 1 (2015/16)	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
1.			implemented programmes	to unite all strata of society and places emphasis on coordination, cooperation, sharing of knowledge and expertise in an effort to reduce road crashes, injuries and fatalities. The focus is to ensure the strategy is developed & implemented					
2.	-	Number of road safety evaluation reports on transversal indicators implemented by provinces	20 Evaluation reports submitted to the Board	To monitor and evaluate the effectiveness of road safety programmes implemented across the country, to inform new policy development and strategies in the long term	4 Evaluation reports	4 Evaluation reports	KPI revised and included in the review of targets outlined in the National Road Safety Strategy	KPI revised and included in the review of targets outlined in the National Road Safety Strategy	KPI revised and included in the review of targets outlined in the National Road Safety Strategy
3.	-	Number of road safety programmes targeting youth implemented	2 youth programmes	To increase awareness road safety matters	2 youth programmes implemented	Implementation of the youth programmes	Evaluation and Implementation of the youth	Implementation of the youth programmes	Evaluation and Implementation of the youth programmes
4.	-	Number of road safety educational programmes implemented	20 Road safety educational programmes implemented	In an effort to create road safety knowledge and awareness the corporation will undertake	4 educational road safety programmes implemented	4 educational road safety programmes implemented	4 educational road safety programmes implemented	4 educational road safety programmes implemente	4 road safety programmes implemented

12. STRATEGIC WORKPLAN

12.1 Programme 1: Operations (continued)

#	Programme	Strategic Key performance area	Strategic Plan Target	Output	Year 1 (2015/16)	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
4.				several educational programmes at different echelons of society through mobilisation, advocacy and ambassador-ship					
5.	-	Number of national road safety marketing campaigns implemented in line with the 365 day programme	60 National road safety marketing campaigns implemented in line with the 365 day programme	The corporation will undertake several national public awareness campaigns in multiple platforms and mobilise full political attention and support to increase efforts to deal with socio economic implication of road crashes	12 National road safety campaigns implemented	12 National road safety campaigns implemented	The KPI has been moved to an operational level	The KPI has been moved to an operational level	The KPI has been moved to an operational level
6.	Road Safety Coordination, Education and ommun-ication	Number of community based programmes implemented	2 community based programmes established and implemented	-	Establishment of the community based programmes	Ensure implementation of identified activities and monitor the established community based programmes	Ensure implementation of identified activities and monitor the established community based programmes	Review the effectiveness of the community based programmes	Insure implementation of identified activities and monitor the established community based programmes

12. STRATEGIC WORKPLAN

12.1 Programme 1: Operations (continued)

#	Programme	Strategic Key performance area	Strategic Plan Target	Output	Year 1 (2015/16)	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
7.	Training of Traffic Personnel	Develop, Implement and monitor the implementation of the standardised curriculum for the traffic Officersfor the traffic Officers	Traffic Officer curriculum developed, traffic officer trained and M&E conducted on the implemented curriculum	Traffic Officer Curriculum registered at NQF by the relevant DQP body. All traffic officers (existing and new entrants') in the country trained on the revised curriculum	Development of the training material for the traffic officer curriculum and Registration of the curriculum by the relevant DQP	Implementation of the traffic officer curriculum	Implementation of the traffic officer curriculum	Implementation of the traffic officer curriculum	Implementation of the traffic officer curriculum
8.	Training of Traffic Personnel	Develop, Implement and monitor the implementation of the standardised curriculum for the road safety practitioner	Road Safety practitioner curriculum developed, traffic officer trained and M&E conducted on the implemented curriculum	Traffic Road Safety Practitioner Curriculum registered at NQF by the relevant DQP body. All new road safety practitioners in the country trained on the revised curriculum	Development and submission of the Curriculum to the relevant DQP	Development and submission of the Curriculum to the relevant DQP	Registration of the curriculum from the relevant DQP	Implementation of the road safety practitioner curriculum	implemented road safety practitioner curriculum
9.	Road Traffic Information	Number of state of road safety reports approved by the Board	35 state of road safety reports approved by the Board	Reports approved by the Board in order to monitor and evaluate the state of road safety in the country to influence key strategic interventions and inform key policy makers on the state of road safety in the country in relation to other countries	7 state of road safety reports published	7 state of road safety reports approved by the Board	7 state of road safety reports approved by the Board	7 state of road safety reports approved by the Board	7 state of road safety reports approved by the Board

12.2 Programme 2: Law Enforcement

#	Programme	Strategic Key performance area	Strategic Plan Target	Output	Year 1 (2015/16)	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
10.	Road Traffic Information	Develop, implementation and maintenance of the national road traffic information databan	Develop, implementation and maintenance of the national road traffic information databan	A national databank to store all road traffic information data for analysis and reporting	A national databank to store all road traffic information data for analysis and reporting	Developed road national traffic information databank approved by the Board and implementation of the databank	Maintenance of the databank	Maintenance of the databank	Maintenance of the databank
11a	National Traffic Police	Number of targeted Road Traffic Law Enforcement Interventions in support of provinces towards realisation of the reduction of road crashes and fatalities	Targeted Road Traffic Law Enforcement interventions to ensure intelligent led law enforcement strategies through visible policing at the most hazardous locations across the country	Road Traffic Law Enforcement interventions	400 000 vehicles stopped and checked	648 targeted Road Traffic Law Enforcement interventions	795 targeted Road Traffic Law Enforcement interventions	795 targeted Road Traffic Law Enforcement interventions	795 targeted Road Traffic Law Enforcement interventions
11b	Road Transport Inspectorate	-	Targeted inspections to ensure safe cross border	Effective law enforcement to ensure safe road usage in transporting goods and people across the country	The RTI function resided with the CBRTA	The RTI function resided with the CBRTA	245 843 Road Transport inspections conducted in line with the relevant legislation	245 843 Road Transport inspections conducted in line with the relevant legislation	245 843 Road Transport inspections conducted in line with the relevant legislation
12.	Law Enforcement Standards, Planning & Coordination	Develop, and monitor the implemen-tation the NRTLEC to the Board	NRTLEC approved by the board and roll out across the 9 provinces	NRTLEC implemented in all the 9 provinces in line with the guidelines enclosed	-	-	Draft Law Enforcement Review Report approved by the Board	Submission of the NRTLEC to the Board for approval	Implementation of the NRTLEC - 9 provinces compliant to the NRTLEC
13.	Law Enforcement Standards, Planning & Coordination	Number of law enforcement evaluation reports on transversal indicators	20 evaluation reports submitted to the Board	To monitor and evaluate the effectiveness of law enforcement implemented across the country, to inform new policy development and strategies in the long term	4 Evaluation reports	4 Evaluation reports	KPI revised and included in the review of targets outlined in the National Road Safety Strategy	KPI revised and included in the review of targets outlined in the National Road Safety Strategy	KPI revised and included in the review of targets outlined in the National Road Safety Strategy

12.3 Programme 3: Traffic Intelligence and Security

#	Programme	Strategic Key performance area	Strategic Plan Target	Output	Year 1 (2015/16)	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
14.	National Anti-Fraud and Corruption	% of corruption and fraud complaints investigated	100% corruption cases investigated	Investigated cases, to ensure we deal with fraud and corruption in the traffic environment	100% of the cases reported investigated	100% of the cases reported investigated	100% of the cases reported investigated	100% of the cases reported investigated	100% of the cases reported investigated
15.	National Anti-Fraud and Corruption	Number of antifraud and corruption awareness programmes implemented	175 anti-fraud and corruption awareness programmes implemented	To create awareness of fraud across all strata of society. Increase awareness of fraud reporting line and improve processing of fraud and corruption cases	25 anti-fraud and corruption awareness campaigns conducted	30 anti-fraud and corruption awareness campaigns conducted	35 anti-fraud and corruption awareness campaigns conducted	40 anti-fraud and corruption awareness campaigns conducted	45 anti-fraud and corruption awareness campaigns conducted

12.4 Programme 4: Strategic Services

#	Programme	Strategic Key performance area	Strategic Plan Target	Output	Year 1 (2015/16)	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
16.	Stakeholder Management	Number of road safety programmes implemented in collaboration with the private sector	45 road safety programmes implemented with private sector	Road safety programmes implemented in collaboration with the following stakeholder's liquor boards, liquor industry research bodies, insurance and transport and motor industry	5 road safety programmes implemented with the private sector	10 stakeholder engagements executed within road safety programmes	The KPI has been moved to an operational level	The KPI has been moved to an operational level	The KPI has been moved to an operational level
17.	Stakeholder Management	Number of CSR programmes implemented	40 CSR programmes implemented	Upliftment of our communities to support government policies in poverty alleviation and skills development.	8 CSR programmes implemented	8 CSR programmes implemented	The KPI has been moved to an operational level	The KPI has been moved to an operational level	The KPI has been moved to an operational level

12.2 Programme 2: Law Enforcement

#	Programme	Strategic Key performance area	Strategic Plan Target	Output	Year 1 (2015/16)	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
18.	Research development	Number of road safety research reports published	27 Published Reports	Published research report to provide inputs in the development of policies and strategies for road safety and law enforcement	2 research and development reports published	3 research and development reports published	2 research and development reports published	10 research and development reports published	10 research and development reports published

12.4 Programme 5: Support Services

#	Programme	Strategic Key performance area	Strategic Plan Target	Output	Year 1 (2015/16)	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
19.	Finance: Financial Sustainability	Develop and implement alternative funding model	3 Evaluation reports Implemented and evaluated funding model	Increased revenue for road safety and law enforcement programmes	Evaluation reports on the implemented funding model	Implemented and evaluated funding model	Re-evaluate the funding model for applicability and adjust where needed	Re-evaluate the funding model for applicability and adjust where needed	Re-evaluate the funding model for applicability and adjust where needed
20.	Human Resources Management	%Vacancy rate maintained	10% vacancy rate maintained	Management of vacancy rate at the level prescribed to ensure the corporation is capacitated sufficiently	10% vacancy rate maintained	10% vacancy rate maintained	10% vacancy rate maintained	10% vacancy rate maintained	10% vacancy rate maintained

12.4 Programme 5: Support Services (continued)

#	Programme	Strategic Key performance area	Strategic Plan Target	Output	Year 1 (2015/16)	Year 2 2016/17	Year 3 2017/18	Year 4 2018/19	Year 5 2019/20
21.	Human Resources Management	Percentage of performance agreement and assessments submitted on time	100% of performance agreements and assessments concluded	Management of performance management systems to ensure the corporation is performance driven	100% of performance agreements and assessments concluded and moderated on time	The KPI has been moved to an operational level	The KPI has been moved to an operational level	The KPI has been moved to an operational level	The KPI has been moved to an operational level
22.	Human Resources Management	Percentage of Workplace Skills Plan target achieved	80% work skills plan implemented	Investment in skills development in road safety and traffic environment. Implemented work skills plan aligned to the strategic direction of the corporation	80% of Workplace Skills Plan target achieved	80% of Workplace Skills Plan target achieved	80% of Workplace Skills Plan target achieved	80% of Workplace Skills Plan target achieved	80% of Workplace Skills Plan target achieved
23.	Information Technology	Approved and Implemented ICT strategy	ICT Strategy implemented	Fully fledged, operational ICT environment to allow for invest in innovative technologies for road safety and traffic	Implement and manage the ICT strategy	Implement and manage the ICT strategy	The KPI has been moved to an operational level	The KPI has been moved to an operational level	The KPI has been moved to an operational level

ANNUAL PERFORMANCE PLAN
2017 / 2018

FOREWORD FROM THE CHAIRPERSON OF THE SHAREHOLDERS COMMITTEE

The preparation of the Plan thus required a significant level of reflection and consultation, both on the challenges to the sector and the priorities of the RTMC. The Plan sets out ambitious targets for the year and represents the needs of not just the RTMC but also those of the wider stakeholder community.

Achieving this vision set-out in the 2015-2020 strategic plan requires a significant level of change and flexibility to proactively respond to moving priorities and will therefore be challenging to the RTMC whilst at the same time offering opportunities to embrace use of enhanced technology and for broadening of the RTMC programmes.

The RTMC needs to continue the programme of action to establish the centre of excellence to professionalise and develop a 21st century cadre to create a professional road traffic practitioner and quality drivers. Improve the management of crash data by creating platforms that can allow for real time reporting of the crash data to allow effective decision making and development of programmes supported by data. Develop the National Road Traffic Law Enforcement Code in order to harmonise the road traffic environment. Intensify efforts to fight fraud and corruption which is prevalent particularly in the DTLCs and VTCs.

The change of user behaviour remains a focal point noting that 80% of the crashes are caused by human behaviour. The educational programmes need to be intensified with more emphasis on responsive educational and awareness campaigns that are supported by experts in the field of behavioural change. The law enforcement interventions need to focus on high incident zones but also effective and efficient law enforcement.

The incorporation of cross border enforcement in the RTMC will go along in ensuring that the traffic enforcement is strengthened across all the areas.

As the Chairperson of the Shareholder Committee, I endorse the Annual Performance Plan 2017/18 and commit to providing the support, and oversight to ensure the implementation of the plan.

....

Minister Dipuo Peters, MP
Minister of Transport
Chairperson of the Shareholder's Committee
Date: 10/03/2017
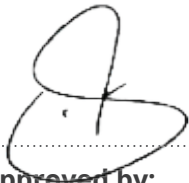
ANNUAL PERFORMANCE PLAN 2017/18

It is herby certified that:

The 2017/18 Annual Performance Plan was the culmination of collective engagement and consultation between and amongst staff of the Road Traffic Management Corporation (RTMC).

The plan takes into account all the relevant prescripts, policies, legislation and mandates for which the RTMC is responsible. The plan seeks to respond to the strategic outcomes oriented goals and objectives which the RTMC will endeavour to achieve over the 2015 - 2020 cycle.

....
Approved by:
Adv. Makhosini Msibi
Chief Executive Officer
Date: 31/01/2017

....
Approved by:
Mr. Zola Majavu
Chairman of the Board
Date: 31/01/2017

....
Approved by:
Hon. Dipuo Peters, MP
Minister of Transport
Date: 31/01/2017

1. PROGRAMMES AND STRATEGIC OBJECTIVES

1.1 Programme 1: Operations

The purpose of the programme is to ensure provision for a safe environment through road safety education and awareness, capacity building and traffic information management. The programme includes Road Safety Coordination and Education, Training of Traffic Personnel and Road Traffic Information.

1.2 Programme 2: Law Enforcement

The purpose of the programme is to regulate road traffic law enforcement through the development of enforcement standards in order to ensure the provision of co-operative, integrated and coordinated implementation of law enforcement programmes. The programme includes National Traffic Police and Law Enforcement Planning, Standards, and Coordination.

1.3 Programme 3: Traffic Intelligence and Security

The programme focuses on anti-fraud and corruption prevention strategic programmes which will be undertaken in order 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.

1.4 Programme 4: Strategic Services

The programme has both an internal and external outlook and provides strategic services to the Corporation. The programme includes Stakeholder Management, Research and Development, Communication and Marketing as well as Strategy and Reporting.

1.5 Programme 5: Support Services

The purpose of this programme is to provide the Corporation with the overall management and administrative services in order to deliver on its mandate in a sustainable, effective and efficient manner. The programme includes Finance, Human Resources, Information Technology, Legal Service, Office of the CEO, and all other administrative functions of the Corporation

2. PROGRAMME 1: OPERATIONS

2.1 Sub Programme: Road Safety Coordination, Education and Communications

Road crashes and fatalities warrant urgent and decisive interventions in South Africa. The sub programme is tasked with the responsibility to coordinate Road Safety Education and Awareness Campaigns with all the three spheres of government. The main objective is to contribute towards the improvement of road user behaviour. The programme implementation plan seeks to achieve the following during the year under review:

Output and Target 2017/18

Strategic key performance area	Strategic Plan Target	Audited Actual Performance			Estimated performance 2016/17	Medium Term Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Strategic Objective 1: To educate and create awareness on road safety and traffic matters								
1	Develop and monitor the implement-ation of the national road safety strategy to reduce the fatality rate and serious injuries by 50%	National Road Safety Strategy developed, programmes implement-ed and impact analysis conducted on the implement-ed programmes	-	-	National Road Safety Strategy approved by the Board	Implement-ation of the National Road Safety Strategy	Implement-ation of the National Road Safety Strategy	Implement-ation of the National Road Safety Strategy	Evaluation and implement-ation of the National Road Safety Strategy
2	Develop, monitor and evaluate road safety progra-mmes	Develop, monitor and coordinate road safety programmes targeting youth to reduce the rate of non-compliance to the rules of the road	-	-	2 youth programmes implemented	Implement-ation of the youth programmes	Implement-ation of the youth programmes	Implement-ation of the youth programmes	Evaluation and Implement-ation of the youth programmes
3	Develop, coordinate, and monitor road safety educational programmes in an effort to educate and create awareness on road safety matters	20 Road safety educational programmes developed and monitored	3 educational programmes implemented	3 educational programmes implemented	4 educational interventions promoted and supported	4 road safety educational programmes developed and monitored	Development and monitoring of road safety educational programmes to educate, change attitude and behavior of road users	Development and monitoring of road safety educational programmes to educate, change attitude and behavior of road users	Development and monitoring of road safety educational programmes to educate, change attitude and behavior of road users
4	Number of community based structures established and programmes	20 road safety Community based programmes established	-	-	2 road safety Community based programmes established	9 community road safety structures established	Implement-ation of community programmes and monitoring of the established structures	Implement-ation of community programmes and monitoring of the established structures	Implement-ation of community programmes and monitoring of the established structures

Quarterly Targets for 2017/18

Key Performance Indicators		Reporting Period	Annual Target	Quarterly Target			
				1st	2nd	3rd	4th
KPI 1	Monitoring reports on the implementation of the national road safety strategy to monitor progress approved by the Board	Quarterly	2 monitoring reports on the implementation of the national road safety strategy approved by the Board	-	1 monitoring report on the implementation of the national road safety strategy approved by the Board	-	1 monitoring report on the implementation of the national road safety strategy approved by the Board
KPI 2	Youth programmes developed, coordinated and monitored	Quarterly	1 youth programme and 3 monitoring reports on youth programme developed	1 youth programme developed	1 Monitoring report on the implementation of the youth programme developed	1 Monitoring report on the implementation of the youth programme developed	1 Monitoring report on the implementation of the youth programme developed
KPI 3	Number of road safety educational programmes implemented with interest groups	Quarterly	4 road safety educational programmes implemented with interest groups	1 road safety educational programme implemented with interest groups	1 road safety educational programme implemented with interest groups	1 road safety educational programme implemented with interest groups	1 road safety educational programme implemented with interest groups
KPI 4	Community based programmes developed, coordinated and monitored	Quarterly	1 community based programme and 3 monitoring reports the implementation of the programme developed	1 community based programme developed	1 Monitoring report on the implementation of the community programme developed	1 Monitoring report on the implementation of the community programme developed	1 Monitoring report on the implementation of the community programme developed

2.2   Sub Programme: Training of Traffic Personnel

The traffic training programme focuses on the overall quality of road traffic training; determining and implementing standards for training of traffic personnel. The outcome of the programme is to professionalise the fraternity to ensure that competent and skilled personnel are employed to improve and restore the image of law enforcers and road safety practitioners. Training of traffic officers will be on-going focusing on all elements of law enforcement and road safety.

Output and Target 2017/18

Strategic key performance area	Strategic Plan Target	Audited Actual Performance			Estimated performance 2016/17	Medium Term Targets		
		2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Strategic Objective 6 - Professionalise the road traffic fraternity								
5	To professionalise road safety and traffic fraternity	Traffic officer curriculum developed, traffic officer training and M&E conducted on the implemented curriculum	-	Revised basic traffic officer qualification approved by the relevant Development Quality Partner (DQP)	Development of training material for the traffic officer curriculum approved by the relevant independent quality assurer	Implementation of the traffic officer curriculum	Implementation of the traffic officer curriculum	Implementation of the traffic officer curriculum	Implementation of the traffic officer curriculum
	-	Road Safety Practitioner curriculum developed, training conducted and M&E conducted on the implemented curriculum	-	-	Developed norms and standards for road safety practitioners	Developed road safety practitioner curriculum approved by the relevant DQP	Awaiting approval from the designated body (no indicators for the period)	Awaiting approval from the designated body (no indicators for the period)	Awaiting approval from the designated body (no indicators for the period)
6	-	Driving school occupational curriculum developed, training conducted and M&E conducted on the implemented curriculum	-	-	-	-	Development of Occupational Curriculum for Driving School Instructors	Awaiting approval from the designated body (no indicators for the period)	Implementation of the road safety practitioner curriculum

Quarterly Targets for 2017/18

Key Performance Indicators		Reporting Period	Annual Target	Quarterly Target			
				1st	2nd	3rd	4th
KPI 5.1	Number NQF 6 modules completed for the enrolled students	Annually	6 modules on NQF 6 completed for the enrolled students	-	-	-	6 modules on NQF 6 completed for the enrolled students
KPI 5.2	Number of Traffic Training Colleges Registered as assessment centres	Annually	13 Colleges registered as assessment centres to train on the NQF Level 6 Traffic Officer's Curriculum	-	-	-	13 Colleges registered as assessment centres to train on the NQF Level 6 Traffic Officer's Curriculum
KPI 6.1	Review of the K53 to determine best approaches in order to improve driver competencies and capabilities	Annual	K53 review report approved by the Board	-	-	K53 review report approved by the Board	-
KPI 6.2	Development of Occupational Curriculum for Driving School Instructors	Annual	Developed Occupational curriculum for driving school instructors submitted to QCTO for evaluation	-	-	-	Developed Occupational curriculum for driving school instructors submitted to QCTO for evaluation

2.3   Sub Programme: Road Traffic Information

The road traffic information forms the basis for the development of road safety strategic interventions. The focus of the programme is to establish data management systems for on-going monitoring and evaluation by synchronising systems that link to SAPS, Provincial Traffic Authorities, and Metropolitan Municipalities to provide for real time information on road traffic crashes and fatalities. The accuracy and credibility of the data is of utmost importance therefore a process will be undertaken in collaboration with Statistics South Africa; in the turnaround process to enhance the quality of traffic information.

Output and Target 2017/18

Strategic key performance area		Strategic Plan Target	Audited Actual Performance			Estimated performance 2016/17	Medium Term Targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Strategic Objective 7 - Establish an integrated national road traffic information management system									
7	Number of state of road safety reports approved by the Board	35 state of road safety reports approved by the board	-	1 state of road safety report approved by the Board	7 state of road safety reports approved by the Board	7 state of road safety reports approved by the Board	7 state of road safety reports approved by the Board	7 state of road safety reports approved by the Board	7 state of road safety reports approved by the Board
8	Developme-nt and impl-ementation of an interg-aded road traffic infor-mation	Integrated road traffic information system developed and implem-ented	-	-	-	-	Maintenance of the databank	Maintenance of the databank	Maintenance of the databank

Quarterly targets for 2017/18

Key Performance Indicators		Reporting Period	Annual Target	Quarterly Target			
				1st	2nd	3rd	4th
KPI 7	Number of state of road safety reports approved by the Board	Quarterly	7 state of road safety reports approved by the Board	2 state of road safety reports approved by the Board	1 state of road safety report approved by the Board	1 state of road safety report approved by the Board	3 state of road safety reports approved by the Board
KPI 8	Develop a centralised national crash data management system	Annual	Centralised national crash data management system developed	-	-	-	Centralised national crash data management system developed

3.   PROGRAMME 2: LAW ENFORCEMENT

3.1   Sub Programme: National Traffic Police

The National Traffic Police (NTP) will coordinate and collaborate with other authorities in the implementation of road traffic law enforcement, with the intention of responding to the National Road Safety Strategy imperatives. The unit will through intelligence led interventions support provinces to improve road safety levels by reducing road crashes and fatalities. These intelligence led interventions will address the following key contributing offences: drunken driving, speeding, overloading, and vehicle roadworthiness, moving violations and public transport. Furthermore, the unit will focus on inspections in line with the CBRTA Act as a result of the transfer to the Roads Transport Inspectorate to the RTMC. importance therefore a process will be undertaken in collaboration with Statistics South Africa; in the turnaround process to enhance the quality of traffic information.

Output and Target 2017/18

Strategic key performance area		Strategic Plan Target	Audited Actual Performance			Estimated performance 2016/17	Medium Term Targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Strategic Objective 2 - Ensure compliance with traffic legislation through effective law enforcement									
9	Number of targeted Road Traffic Law Enforcement interventions in support of provinces towards realisation of 365 road safety programme	Targeted Road Traffic Law Enforcement	-	1,355,948 vehicles stopped and checked in collaboration with provinces	477 295 vehicles stopped and checked by the National Traffic Police	648 targeted Road Traffic Law Enforcement interventions	795 targeted Road Traffic Law Enforcement interventions	795 targeted Road Traffic Law Enforcement interventions	795 targeted Road Traffic Law Enforcement interventions
10	To improve compliance with road transport legislation	-	-	-	5% (222 988) increase in the number of inspections conducted	234 137 Road Transport inspections conducted in line with the relevant legislation	245 843 Road Transport inspections conducted in line with the relevant legislation	258 135 Road Transport inspections conducted in line with the relevant legislation	271 042 Road Transport inspections conducted in line with the relevant legislation

Quarterly targets for 2017/18

Key Performance Indicators		Reporting Period	Annual Target	Quarterly Target			
				1st	2nd	3rd	4th
KPI 9	Number of law enforcement interventions	Quarterly	795 road traffic law enforcement interventions	210 road traffic law enforcement interventions conducted	160 road traffic law enforcement interventions conducted	220 road traffic law enforcement interventions conducted	205 road traffic law enforcement interventions conducted
KPI 10	Number of inspections conducted	Quarterly	245 843 inspection conducted	61 460 inspections conducted	61 460 inspections conducted	64 389 inspections conducted	58 534 inspections conducted

3.2   Sub Programme: National Law Enforcement Standards, Planning and Coordination

The programme is focuses on the regulation and harmonisation of the road traffic law enforcement fraternity through the development of national enforcement standards in order to facilitate proactive strategies towards the National Road Safety Strategy imperatives. The programme is further looks into the monitoring and evaluation of compliance to national standards by road traffic authorities.

Output and Target 2017/18

Strategic key performance area		Strategic Plan Target	Audited Actual Performance			Estimated performance 2016/17	Medium Term Targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Strategic Objective 6 - Professionalise the road traffic fraternity									
11	Development and implementation of the National Road Traffic Law Enforcement Code (NRTLEC)	The NRTLEC approved by the board and implemented in the 9 provinces	-	-	-	Final Law Enforcement Review conducted, report produced and approved by the Board	Draft Law Enforcement Review report approved by the Board	Final Law Enforcement Review approved by he Board	Develop the NRTLEC
12	Develop, implement and monitor road traffic law enforcement strategy	1 road traffic law enforcement strategy developed and approved by the Board		-	-	-	1 road traffic law enforcement strategy developed and approved by the Board	Implementation of the national law enforcement strategy a pproved by the Board	Monitoring reports on the implementation of the national law enforcement strategy approved by the Board
13	Audit of the functionality of the VTCs to ensure compliance with the relevant legislation	Report on the Audit of the functionality of the VTCs to ensure compliance with legislation	-	-	-	-	-	Report on the Audit of the functionality of the VTCs to ensure compliance with legislation	Report on the Audit of the functionality of the VTCs to ensure compliance with legislation

Quarterly targets for 2017/18

Key Performance Indicators		Reporting Period	Annual Target	Quarterly Target			
				1st	2nd	3rd	4th
KPI 11	Draft report on the National Law Enforcement Review approved by the Board	Quarterly	Draft Law Enforcement Review report approved by the Board	-	Draft Review Framework Approved by the Board	-	Draft Law Enforcement Review report approved by the Board
KPI 12	Developed National Road Traffic Law Enforcement Strategy in collaboration with Provinces	Quarterly	National Road Traffic Law Enforcement Strategy developed and approved by the Board	Benchmarking of best practices law enforcement reports	Report on the consultation with relevant stakeholders developed	First Draft National Road Traffic Law Enforcement Strategy submitted to the Board	National Road Traffic Law Enforcement Strategy approved by the Board
KPI 13	Report on the Audit of the functionality of the VTCs to ensure compliance with legislation	Quarterly	A report on the functionality of the VTCs approved by the Board	Audit framework approved by the CEO	-	-	A report on the functionality of the VTCs approved by the Board

4. PROGRAMME 3: TRAFFIC INTELLIGENCE AND SECURITY

4.1 Sub Programme: National Anti-Fraud and Corruption

A proactive approach in dealing with corrupt and fraudulent practises requires a measure of awareness in a manner that educates and deters the act of corruption from taking place in the first instance. The fraternity is synonymous with corruption and the culture of corrupt practises between the Law Enforcers and the South African public is deep rooted. The Corporation endeavours to address fraud and corruption within all spheres of the traffic fraternity in ensuring that all drivers, vehicles and road users in general entering the country's roads are safe.

Output and Target 2017/18

	Strategic key performance area	Strategic Plan Target	Audited Actual Performance			Estimated performance 2016/17	Medium Term Targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Strategic Objective 9 - Promote the prevention of fraud and corruption in the road traffic fraternity									
14	To prevent incidences of fraud and corruption through integrated case management and educational awareness	100% of all cases processed	-	100% received complaints investigated	100% fraud and corruption received complaints investigated	100% fraud and corruption complaints investigated	100% fraud and corruption complaints investigated	100% fraud and corruption complaints investigated	100% fraud and corruption complaints investigated
15	To prevent incidences of fraud and corruption through integrated case management and educational awareness	175 anti-fraud and corruption awareness programmes	-	48 anti-fraud and corruption awareness programmes implemented	25 anti-fraud and corruption awareness programmes implemented	30 anti-fraud and corruption awareness programmes implemented	35 anti-fraud and corruption awareness programmes implemented	40 anti-fraud and corruption awareness programmes implemented	45 anti-fraud and corruption awareness programmes implemented

Quarterly targets for 2017/18

	Key Performance Indicators	Reporting Period	Annual Target	Quarterly Target			
				1st	2nd	3rd	4th
KPI 14	Percentage of cases of fraud and corruption investigated	Quarterly	100% fraud and corruption complaints investigated	100% fraud and corruption complaints investigated	100% fraud and corruption complaints investigated	100% fraud and corruption complaints investigated	100% fraud and corruption complaints investigated
KPI 15	Number of anti-fraud and corruption awareness campaigns implemented	Quarterly	35 anti-fraud and corruption awareness programmes implemented	10 anti-fraud and corruption awareness programmes implemented	10 anti-fraud and corruption awareness programmes implemented	5 anti-fraud and corruption awareness programmes implemented	10 anti-fraud and corruption awareness programmes implemented

5. PROGRAMME 4: STRATEGIC SERVICES

5.1 Sub Programme: Research and Development

Road safety solutions should be informed by research capability to match the problems that are being addressed. Innovative programmes informed by research would include engineering and social research aspects. A holistic approach and the role of private sector and research bodies are paramount to ensure a concise strategic interventions are taken to reduce road carnages. The programme is responsible for the development of the research agenda for road safety and traffic management. The objective is to provide the necessary input information in guiding policy makers and implementing agencies on road safety management.

Output and Target 2017/18

	Strategic key performance area	Strategic Plan Target	Audited Actual Performance			Estimated performance 2016/17	Medium Term Targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Strategic Objective 8 - Invest in road safety research and development									
16	Stimulate research to ensure effective road safety programmes	27 Research reports published	-	-	2 research reports published	3 research reports published	2 research reports published	10 research reports published	10 research reports published
17	Conduct road infrastructure audits to improve the safety of roads	3 road safety engineering programme implemented	-	-	-	-	1 road safety engineering programme implemented	1 road safety engineering programme implemented	1 road safety engineering programme implemented
18	Review the South African Road Safety Manual to reduce risks on the road and monitor compliance to the standards	South African Road Safety Manual reviewed, and monitoring conducted	-	-	-	-	Review the South African Road Safety Manual to reduce risks on the road	Facilitate the implementation of the standards with the affected bodies	Monitor compliance to the standards

Quarterly targets for 2017/18

Key Performance Indicators		Reporting Period	Annual Target	Quarterly Target			
				1st	2nd	3rd	4th
KPI 16	Number of research studies published	Annually	2 research reports published	-	-	Research in support the reclassification of serious road traffic offenses on the Criminal Procedure Act (CPA) published	Research study on the impact of alcohol consumption on road crashes published
KPI 17	Number of engineering programmes implemented	Annually	1 engineering programme implemented (SARAP)	-	-	-	1 engineering programme implemented (SARAP)
KPI 18	Review of the infrastructure audit manual	Quarterly	remove signed-off and replace with approved by the Board	-	-	Infrastructure audit manual reviewed and approved by the Board	-

6. PROGRAMME 5: SUPPORT SERVICES

6.1 Sub Programme: Financial Sustainability

The identification of alternative revenue streams from private sector investment and participation in the broader road safety and traffic management programmes. The process will rely on innovative initiatives from the private sector to ensure safer roads, efficient traffic management and economic growth flowing from a safe road infrastructure network. The programme focuses on the following key elements:

- Develop an alternative source of revenue for road safety programmes by coordinating, facilitating and strengthening partnerships with the private sector to sponsor and invest in road safety campaigns and initiatives.
- Encourage and advocate for increased funding for road safety programmes by creating a conducive environment to phase in private sector investment.

Output and Target 2017/18

Strategic key performance area		Strategic Plan Target	Audited Actual Performance			Estimated performance 2016/17	Medium Term Targets		
			2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Strategic Objective 4 - Promote and source investment from private sector for road traffic safety									
KPI 19	Phase out where appropriate public funding and phase in private sector investment in road safety	Total % Increase in revenue	-	-	1% increase in revenue	4% revenue increase	4% revenue increase	5% revenue increase	5% revenue increase

Quarterly Targets for 2017/18

Key Performance Indicators	Reporting Period	Annual Target	Quarterly Target			
			1st	**2nd**	**3rd**	**4th**
KPI 19	Total % Increase in revenue	Annually	4% revenue increase	-	-	-	4% increase in revenue

6.2   Sub Programme: Human Resources

Road safety solutions should be informed by research capability To provide for the overall support to core business by ensuring that the performance and organisational environments has sufficient resources both human and financial to be able to execute on their mandate.

Output and Target 2017/18

Strategic key performance area	Strategic Plan Target	Audited Actual Performance			Estimated performance 2016/17	Medium Term Targets		
		2013/14	**2014/15**	**2015/16**		**2017/18**	**2018/19**	**2019/20**
Strategic Objective 11 - Create a conducive environment by inculcating a culture of learning and high performance								
20	Create a high performing organisation	10% vacancy rate maintained	-	26% average vacancy rate maintained for all activated positions	7.2% average vacancy rate maintained for all activated positions	10% average vacancy rate maintained for all activated positions	10% average vacancy rate maintained for all activated positions	10% average vacancy rate maintained for all activated positions	10% average vacancy rate maintained for all activated positions
21	Create a high performing organisation	80% work skills plan implemented per annum.	-	Approved and implemented Work place skills plan	80% of Workplace Skills Plan target achieved	80% of Workplace Skills Plan target achieved	80% of Workplace Skills Plan target achieved	80% of Workplace Skills Plan target achieved	80% of Workplace Skills Plan target achieved

Quarterly targets for 2017/18

Key Performance Indicators	Reporting Period	Annual Target	Quarterly Target			
			1st	**2nd**	**3rd**	**4th**
KPI 20	% of the vacancy rate achieved for all activated posts	Quarterly	10% average vacancy rate maintained activated positions	10% average vacancy rate maintained for all activated positions	10% average vacancy rate maintained for all activated positions	10% average vacancy rate maintained for all activated positions	10% average vacancy rate maintained for all activated positions
KPI 21	% of Workplace Skills Plan targets achieved	Quarterly	80% of Workplace Skills Plan target achieved	20% by end of first quarter	20% by end of second quarter	20% by end of third quarter	20% by end of fourth quarter and financial year

NOTES