



Road Traffic
Management Corporation

STRATEGIC PLAN

2025/26 – 2029/2030

TABLE OF CONTENTS

LIST OF ACRONYMS & TERMS.....	1
OFFICIAL SIGN-OFF	3
FOREWORD FROM THE CHAIRPERSON OF THE SHAREHOLDER COMMITTEE.....	4
FOREWORD FROM THE CHIEF EXECUTIVE OFFICER.....	6
PART A: OUR MANDATE.....	8
1. CONSTITUTIONAL MANDATE	8
Constitution of the Republic of South Africa, 1996.....	8
2. LEGISLATIVE AND POLICY MANDATES	8
2.1 National Road Traffic Act (NRTA).....	8
2.2 Road Traffic Management Corporation Act (RTMCA).....	9
3. INSTITUTIONAL POLICIES AND STRATEGIES	10
3.1 Global policy instruments	11
3.2 Regional Policy Instruments – Agenda 2063	13
3.3 Local policy instruments	13
4. UPDATE FROM RELEVANT COURT RULINGS.....	19
4.1 The Organisation Undoing Tax Abuse vs Minister of Transport & Others (Case No: (CCT19/22) (2023) ZACC)	19
4.2 Afriforum Non-Profit Company (NPC) v Minister of Transport and Others (27540/2022) [2023] ZAGPPHC 1839	20
PART B: OUR STRATEGIC FOCUS.....	21
1. VISION.....	21
2. MISSION.....	21
3. VALUES.....	21
4. SITUATIONAL ANALYSIS	22
5. EXTERNAL ENVIRONMENTAL ANALYSIS	22
5.1 Global Context	22
5.2 PESTEL Analysis	31
6. INTERNAL ENVIRONMENTAL ANALYSIS	32
6.1 Operating Model.....	33
6.2 RTMC's SWOT Analysis	38
PART C: MEASURING OUR PERFORMANCE	40
1. INSTITUTIONAL PERFORMANCE INFORMATION.....	40

2.	IMPACT STATEMENT	41
3.	MEASURING OUTCOMES	41
	3.1 Explanation Of Planned Performance over the Five-Year Planning Period...	42
4.	KEY RISKS AND MITIGATIONS	45
	PART D: TECHNICAL INDICATOR DESCRIPTIONS	46

LIST OF FIGURES

Figure 1: Road safety policies/ instruments	10
Figure 2: Sustainable Development Goals	11
Figure 3: Second Decade of Action for Road Safety	12
Figure 4: NDP factors.....	14
Figure 5: MTDP priorities	15
Figure 6: MTDP Capable state dimensions	16
Figure 7: NRSS critical intervention areas.....	18
Figure 8: Global Status Report on Road Safety 2023 key insights	23
Figure 9: Developed countries lessons	25
Figure 10: South Africa/Actual and projected poverty rates and real GDP per capita	28
Figure 11: Distribution of modes of transport used to get to work in South Africa in 2019 ...	28
Figure 12: Unemployment rate for past 5 years.....	29
Figure 13: Road Fatalities and Fatal crashes since 2018	30
Figure 14: Fatalities per road user group.....	31
Figure 15: Operating model.....	33
Figure 16: Total Revenue 5 years CAGR.....	34
Figure 17: Employee Related Costs 5 years CAGR	34
Figure 18: Employee-related costs.....	35
Figure 19: CoE % to Revenue.....	35
Figure 20: RTMC model pillars.....	37
Figure 21: 5-year performance	37
Figure 22: Strategy programmes.....	40
Figure 23: RTMC's outcomes for the next strategic cycle.....	41
Figure 24: RTMC's strategic focus is informed by national priorities and its current operating environment	43

LIST OF TABLES

Table 1: RTMC's constitutional mandate.....	8
Table 2: RTMCA Objectives.....	10
Table 3: The four pillars of the 2 nd decade of action	12
Table 4: RTMC Vision	21
Table 5: RTMC Values.....	22
Table 6: 2020-2025 Outcome Indicators vs Actual Performance	36

Table 7: Impact statement.....	41
Table 8: Outcome measurement	42
Table 9: Linkages between priorities and RTMC outcomes and output	44
Table 10: Outcome, Risks and Treatment.....	45
Table 11: Technical Indicator Descript	47

LIST OF ACRONYMS & TERMS

Acronym	Description
AARTO	Administrative Adjudication of Road Traffic Offences
APP	Annual Performance Plan
CIS	Center for Internet Security
CAGR	Compound Annual Growth Rate
CEO	Chief Executive Officer
DPME	Department of Planning, Monitoring and Evaluation
DoT	Department of Transport
GDP	Gross Domestic Product
MTDP	Medium-Term Development Plan
MTSF	Medium- Term Strategic Framework
MFA	Multi-Factor Authentication
NDP	National Development Plan
NPC	Non-Profit Company
NRSS	National Road Safety Strategy
NRTA	National Road Traffic Act
NRTLEC	National Road Traffic Law Enforcement Code
NTACU	National Traffic Anti-Corruption Unit
OUTA	Organisation Undoing Tax Abuse
PPPs	Public-Private Partnerships
SP	Strategic Plan
RTIA	Road Traffic Infringement Agency
RTMC	Road Traffic Management Corporation
RTMCA	Road Traffic Management Corporation Act
SDGs	Sustainable Development Goals
UN	United Nation
UNGA	United Nation General Assembly

UNRSC	United Nations Road Safety Collaboration
WHO	World Health Organization

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan (SP):

1. Was developed by the management of the Road Traffic Management Corporation under the guidance of the Board, and all other governance structures.
2. Considers all the relevant policies, legislation and other mandates for which the Road Traffic Management Corporation is responsible.
3. Accurately reflects the Impact, Outcomes and Outputs which the Road Traffic Management Corporation will endeavour to achieve over the period 2025/26- 2029/30.

Chief Executive Officer

Adv. Makhosini Msibi

Date

19 March 2025

Chairperson of the Board

Ms. N. Mufamadi

Date

19 March 2025

FOREWORD FROM THE CHAIRPERSON OF THE SHAREHOLDER COMMITTEE

Statement by the Minister of Transport

The Seventh Administration has placed inclusive and sustainable economic growth at the forefront of South Africa's development agenda. Over the 2024 – 2029 Medium Term Development Plan (MTDP) period, government has identified three national policy outcomes to drive this vision:

- ☒ Drive inclusive economic growth and job creation.
- ☒ Reduce poverty and tackle the high cost of living.
- ☒ Build a capable, ethical, and developmental state.

The Department of Transport and its entities play a crucial role in advancing these priorities by facilitating the efficient movement of goods and people, strengthening our logistics sector, and enhancing transport infrastructure. To revitalise the transport and logistics sector and support economic recovery, the Department has set ambitious targets for 2030, including:

- ☒ Increasing annual freight volumes on the Transnet rail network to 250 million tonnes.
- ☒ Doubling crane moves per hour at ports from 16 to 30.
- ☒ Increasing the number of annual passenger rail trips to 600 million.
- ☒ Handling 1.5 million tonnes of airfreight and over 42 million passengers through South African airports.
- ☒ Reducing the annual number of road fatalities by half.

The Road Traffic Management Corporation's Annual Performance Plan aims to enhance the safety of the country's roads through a number of interventions, including: broadening the scope of community awareness campaigns and interventions by engaging with civil society and faith-based organisations, engaging provincial and local government authorities to assist with the implementation of 24 hour traffic policing, focusing on changing driver behaviour through public education campaigns, and upscaling enforcement activities during peak periods. These objectives are aligned with the MTDP outcome of building a capable, ethical and developmental state.

The entity will achieve these goals through fostering a culture of accountability, ethical decision-making, upholding public trust, filling vacancies and improving audit outcomes.

I hereby present the Road Traffic Management Corporation 2025-2030 Strategic Plan.



HON. B CREECY
MINISTER OF TRANSPORT
CHAIRPERSON OF THE SHAREHOLDERS COMMITTEE

FOREWORD FROM THE CHIEF EXECUTIVE OFFICER

As we stand at the threshold of a new era, it is essential to reflect on our past achievements while setting a bold vision for the future. This 5-Year Strategic Plan serves not just as a roadmap, but as a manifesto of our collective aspirations, challenges, and opportunities.

An assessment of our past performance indicates that profound progress was made although significant challenges remained. Key being the high levels of fatalities and fragmentation road traffic services.

However, big steps were taken towards professionalisation of the sector. The two cohorts of the 21st Century cadre of traffic officers graduated from our academy and started working as fully fledged enforcers of the law.

We have also taken crucial steps to modernise our service offerings significantly improving the citizen's experience. Online services were introduced for renewal of motor vehicle discs as well as vehicle registration and change of ownership. Smart enrolment units were rolled out in some driving licence testing centres which massively reduced the time taken to renew driving licence cards. Computerised learner licence testing for driver's licence applicants and digital test sheets to verify vehicle roadworthiness were introduced to combat corruption and improve surveillance at our facilities.

As we proceed towards 2030, adaptability and innovation will be our guiding principles. This plan outlines our strategic priorities, emphasising the need to embrace digital transformation to sustainable growth, community engagement, and technological advancement. It invites all stakeholders, employees, partners, and community member to participate actively in shaping our journey.

Together, we will harness our strengths, confront our challenges, and strive for excellence. Let us embark on this transformative path with commitment and purpose, fostering a culture of collaboration and continuous improvement.

Here is to a future filled with promise and possibility!



ADV MAKHOSINI MSIBI

CHIEF EXECUTIVE OFFICER

ROAD TRAFFIC MANAGEMENT CORPORATION

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

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: <input checked="" type="checkbox"/> Public Transport <input checked="" type="checkbox"/> Road Traffic Regulation <input checked="" type="checkbox"/> 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 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 1: RTMC's constitutional mandate

2. LEGISLATIVE AND POLICY MANDATES

2.1 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 to execute the functions of the RTMC. Chapter VII of the NRTA addresses the management of Road Safety. The powers of the Chief Executive Officer that are prescribed in Section 52 of the NRTA are as follows:

- ☒ The Chief Executive Officer may:
 - 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;

- 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.
- ☒ To perform his or her functions properly the Chief Executive Officer may:
 - Finance research in connection with road safety in the Republic;
 - Publish a periodical to promote road safety in the Republic, and pay fees for matters inserted therein;
 - Give guidance to associations or bodies working towards the promotion of road safety in the Republic;
 - Organise national congresses, symposiums, summer schools and study weeks and, if necessary, pay the costs thereof, and remunerate persons performing thereat;
 - With a view to promoting road safety in the national sphere, publish advertisements in the mass-communication media.

2.2 Road Traffic Management Corporation Act (RTMCA)

Parliament approved the RTMCA in 1999 in line with the provisions of section 44(2) of the Constitution. In terms of this legislation, 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 RTMCA 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:

RTMC 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 2: RTMCA Objectives

3. INSTITUTIONAL POLICIES AND STRATEGIES

The RTMC strategic plan is influenced by global and national policies and planning instruments as depicted in the figure below:



Figure 1: Road safety policies/ instruments

3.1 Global policy instruments

3.1.1 Sustainable Development Goals

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



Figure 2: Sustainable Development Goals

The SDG include two (2) road safety targets in the 17 goals viz:

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

3.1.2 Decade of Action for Road Safety

On 11 May 2011, the Decade of Action for Road Safety 2011-2020 was launched in more than 100 countries, with one goal: to prevent five million road traffic deaths globally by 2020. In

August 2020, the United Nation General Assembly (UNGA) issued a new resolution which proclaimed the period 2021–2030 as the Second Decade of Action for Road Safety, with a goal of reducing road traffic deaths and injuries by at least 50 per cent from 2021 to 2030, and in this regard calls upon Member States to continue action through 2030 on all the road safety-related targets of the Sustainable Development Goals.



Figure 3: Second Decade of Action for Road Safety

3.1.3 Global Plan

The 2021-2030 Global plan for road safety was developed by the United Nation Road Safety Collaboration. The Plan provides guidelines on the approach that can be deployed to reduce road fatalities.

The Global plan describes what is needed to achieve the set targets and calls on government and road safety partners to adopt the road safe systems approach. The table outlines the pillars of the Decade of Action for Road Safety and activities that should be undertaken to reduce road crash fatalities and serious injuries.

Pillar 1	Pillar 2	Pillar 3	Pillar 4
Safe user	Safe vehicle	Safe road	Effective Post-Crash Responses

Table 3: The four pillars of the 2nd decade of action

In response to the global plan, the RTMC was admitted as a member of the United Nations Road Safety Collaboration (UNRSC) in 2011, an association of lead agencies on road safety. The RTMC in collaboration with the Department of Transport (DoT) developed the National Road Safety Strategy 2016-2030 approved by cabinet in 2017 thus, aligning to the global plan's imperatives. The RTMC strategy is thus aligned to the pillars of road safety in particular Pillar 1.

3.2 Regional Policy Instruments – Agenda 2063

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

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

These aspirations have priority areas aligned to the SDGs.

3.3 Local policy instruments

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

3.3.1 National Development Plan (NDP)

The purpose of the NDP was 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 RTMC:

3.3.1.1 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 for monitoring and control:

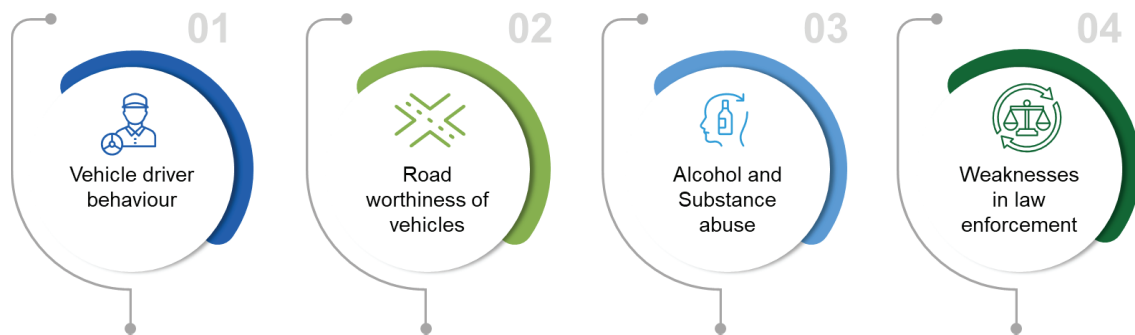


Figure 4: NDP factors

The priorities are aimed to enhance the overall quality road traffic service provision, and to ensure safety, security, order, discipline, and mobility on roads.

3.3.1.2 Priority 10 (Building safer communities)

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

3.3.1.3 Priority 12 (fighting corruption)

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

3.3.2 Medium-Term Development Plan (MTDP)

The MTDP was introduced to ensure alignment with national imperatives and promote inclusivity as well as to align with international naming conventions. The MTDP has a greater emphasis on development outcomes and is primarily framed as an economic plan to address existing socio-economic challenges. As a result, the RTMC's Strategic Plan (SP) and Annual Performance Plan (APP) must be aligned with the MTDP to enable its implementation. Below are the three strategic priorities of the 7th administration that must be served for the realisation of a better life for all South Africans. The 2025-2030 MTDP outlines the three priorities binding all government departments as follows:



Figure 5: MTDP priorities

Of the three priorities identified by the MTDP, the RTMC core mandate is closely aligned with Priority 2 and Priority 3. The RTMC gives effect to these by implementing responsive initiatives such as traffic law enforcement interventions, onboarding of traffic personnel, road safety research, road safety educational awareness campaigns and customer-centric services through the introduction of technologies within road traffic services. The alignment of the two (2) priorities of the RTMC can best be described as follows:

3.3.2.1 Priority 2: Reduce poverty and tackle the high cost of living

The RTMC's quest to reduce road fatalities in South Africa aligns with the priority of the 7th administration to reduce poverty and tackle the high cost of living. The RTMC in promoting health in communities' advances road safety awareness and road safety education. Key to the RTMC objectives is the following:

- ☒ Bring about behavioural change
- ☒ Reduce barriers to access opportunities
- ☒ Enable and encourage the sharing of roads by road users

3.3.2.2 Priority 3: A capable, ethical and developmental state

- ☒ A capable state has the required human capabilities, institutional capacity, service processes and technological platforms to deliver on the NDP through a social contract with the people
- ☒ An ethical state is driven by the constitutional values and principles of public administration and the rule of law, focused on the progressive realisation of socio-economic rights and social justice as outlined in the Bill of Rights
- ☒ A developmental state meets people's needs through interventionist, developmental, participatory public administration. It builds an autonomous developmental state driven

by public interest and not individual or sectional interests. It is embedded in South African society, leading an active citizenry through partnerships with all sectors of society.

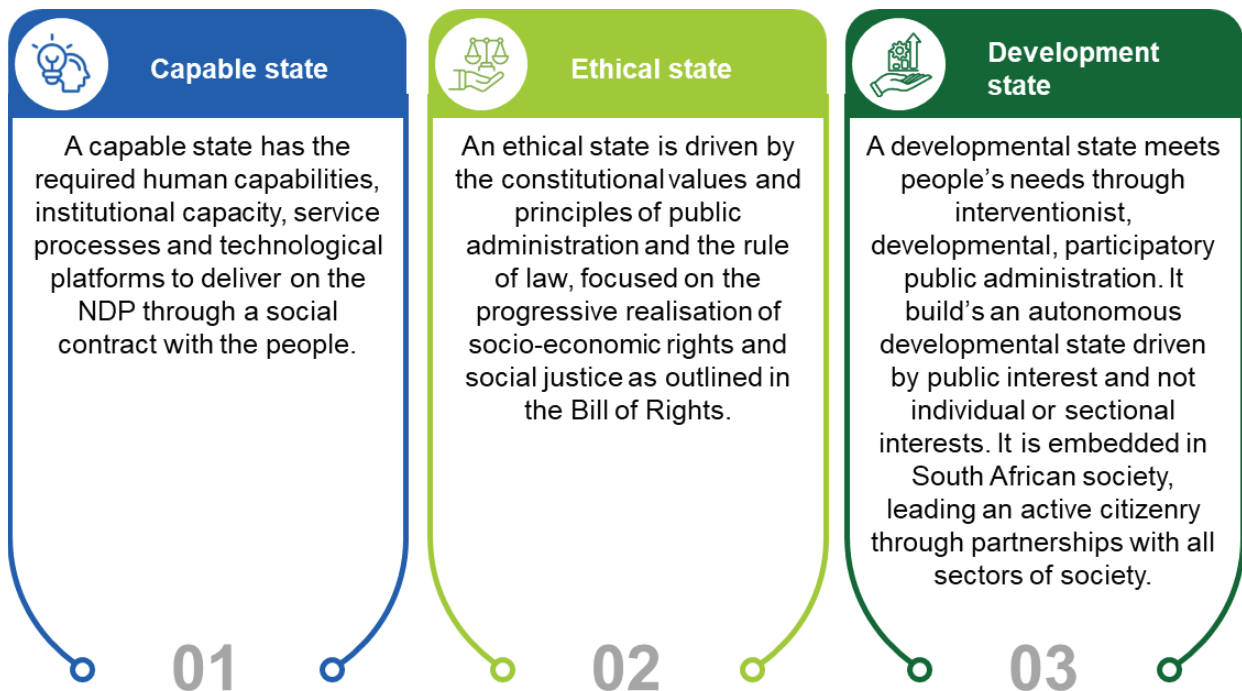


Figure 6: MTDP Capable state dimensions

3.3.3 The Department of Transport's Key Priorities

The Department of Transport's strategy is anchored by five core strategic priorities, which not only shape its operational agenda but also align with the broader political goals of the 7th Administration. These priorities are designed to enhance the efficiency, safety, and sustainability of the transport sector, driving growth and transformation in line with national objectives. The following key priorities have been identified to guide the efforts in the transport sector:

1. Safety as an enabler of service delivery;
2. Public transport that enables social emancipation and an economy that works;
3. Infrastructure build that stimulates economic growth and job creation;
4. Building a maritime nation, elevating the oceans economy; and
5. Accelerating transformation towards greater economic participation.

By focusing on these priorities, the Department of Transport seeks to foster a more sustainable, safe, and efficient transport system that drives both social and economic

development across the country. RTMC aligns its key strategic outcomes found under Safety as an enabler of service delivery. The RTMC seeks to achieve this as follows:

- ☒ **Address the scourge of fatalities due to road crashes:** The RTMC's core mandate is to ensure road safety and reduce road-related fatalities. This priority directly aligns with RTMC's primary focus of improving road safety through the enforcement of traffic laws, road user education, and road safety campaigns. Initiatives such as enhanced road traffic law enforcement, technology-driven monitoring and enforcement and educational programs to raise awareness about road safety can significantly contribute to reducing the high rates of accidents and fatalities on South African roads.
- ☒ **Zero tolerance for fraud and corruption:** Fraud and corruption, particularly in traffic law enforcement, licensing, and road transport services, are significant challenges within the road traffic management sector. The RTMC plays a crucial role in combatting these issues by implementing stricter oversight mechanisms, ensuring transparency in its operations, becoming thought leaders, implementing data driven and modern technological interventions and collaborating with other law enforcement agencies to eliminate fraudulent practices, particularly in areas like driver's licenses and vehicle registrations. By promoting a culture of zero tolerance, RTMC can enhance public trust and ensure the integrity of road traffic management.

3.3.4 National Road Safety Strategy (NRSS) 2016-2030

The National Road Safety Strategy (NRSS) for the period 2016–2030 is a comprehensive framework informed by both national and international road safety policies. Its primary purpose is to drastically reduce fatalities and accidents on South African roads through coordinated and effective action, spearheaded by the Road Traffic Management Corporation (RTMC) and supported by the collective efforts of all South Africans.

At the heart of the NRSS is its vision of achieving "Safe and Secure Roads" across the country, with a target to reduce road fatalities by 50% by 2030, based on a 2010 baseline. This ambitious goal is aligned with global road safety targets, such as those set by the United Nations Decade of Action for Road Safety. To achieve this the NRSS recognises four areas which require critical intervention these are:

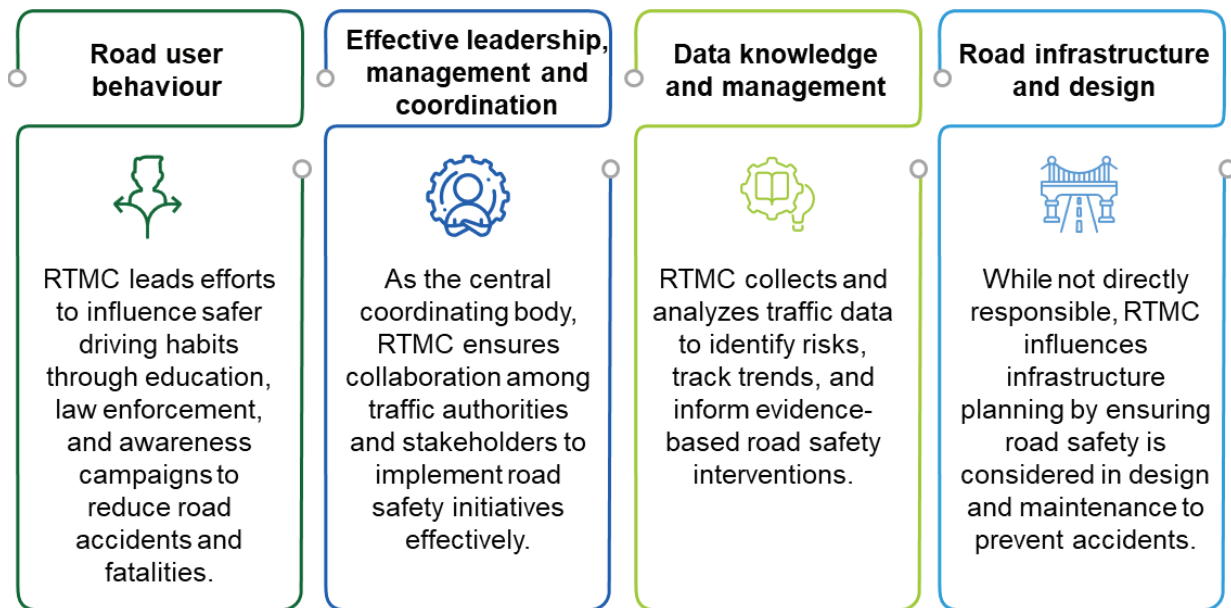


Figure 7: NRSS critical intervention areas

The responsibility of implementation of the NRSS is shared across several key road safety entities with RTMC playing a coordination, and monitoring role. This is done through established governance structures such as the National Road Safety Steering Committee, Committee of Traffic Officials.

3.3.5 National Road Traffic Law Enforcement Code (NRTLEC)

The NRTLEC has been developed and seeks to integrate and harmonise the road traffic law enforcement functions across the country. The Code will ensure standardisation of norms and standards in the areas of strategic direction and goals, minimum requirements for training and appointment of road traffic law enforcement officers, operating principles, performance levels, management of information systems and compliance.

4. UPDATE FROM RELEVANT COURT RULINGS

4.1 The Organisation Undoing Tax Abuse vs Minister of Transport & Others (Case No: (CCT19/22) (2023) ZACC)

The application in the Constitutional Court which the Organisation Undoing Tax Abuse (“**OUTA**”) and the successful party in the High Court sought confirmation of an order declaring the Administrative Adjudication of Road Traffic Offences Act 46 of 1998 (“**the AARTO Act**”), as well as the Administrative Adjudication of Road Traffic Offences Amendment Act 4 of 2019 (“**the Amendment Act**”), as being unconstitutional and invalid. OUTA asked that both pieces of legislation should be set aside with immediate effect.

OUTA’s central argument was that AARTO constituted an unconstitutional violation of the Constitution’s allocation of powers between national, provincial and local spheres of government. OUTA contended that the AARTO Act is unconstitutional and invalid on the basis that Parliament had no entitlement to enact it from the outset because the subject matter which the AARTO Act seeks to regulate falls within the exclusive competence of either provincial legislatures contained in Schedule 5 of the Constitution (“**Schedule 5**”) or falls within the exclusive competence of municipalities. In this way, OUTA characterised the AARTO Act as being an unconstitutional take-over.

OUTA further contended that the Amendment Act is unconstitutional and invalid on the basis that the provision made in the Amendment Act vesting the third respondent to this application (“**the RTIA**”) with a discretion to effect service of documents electronically – to a phone number or an email address, of a road user’s own most recent choosing – is “*patently [constitutionally] inadequate*”, on the basis that the regime which pre-dates the Amendment Act permits for service by way of postage. OUTA contends that allowing the Road Traffic Infringement Agency (RTIA) the additional option to exercise its discretion to effect electronic service in each circumstance creates an increased risk that the document so served will not come to the knowledge of its intended recipient.

The RTMC was admitted as a respondent in the CC and argued among other things that the AARTO Act is not unconstitutional and invalid because it falls within the category of powers which are concerned with, or reasonably incidental to, powers to legislate in the context of “road traffic regulation”, which the Constitution entrusts to national, provincial and local government, concurrently, under Schedule 4 to the Constitution (“**Schedule 4**”).

The CC found that Parliament could make the AARTO Act and on the question of “road traffic regulation” expressed a view that the subject matter of the AARTO Act falls within the functional area “*road traffic regulation*” in Part A of Schedule 4. The AARTO Act therefore falls

within the concurrent legislative competence of the national and provincial spheres of government in Part A of Schedule 4 to the Constitution. The CC subsequently upheld the appeal and set aside the High Court Order.

4.2 Afriforum Non-Profit Company (NPC) v Minister of Transport and Others (27540/2022) [2023] ZAGPPHC 1839

Afriforum NPC brought an application for the review of the decision to promulgate Regulation 108(5)(a) of the National Road Traffic Regulations, 2000, which provides for the expiry of driving licence cards after 5 years. Afriforum NPC contended that the Minister of Transport did not have the statutory authority under the National Road Traffic Act, act 93 of 1996 (“**NRTA**”) to regulate a period of validity for driving licence cards and did not comply with the procedures for regulation-making contained in the NRTA. Afriforum NPC also contended that the promulgation of the regulation was irrational and amongst other relief, sought a declarator that Regulation 108(5)(a) of the NRTA Regulations is unconstitutional and invalid.

The Minister of Transport and the RTMC, as respondents, contended that the application was lodged with a delay of many years and that the delay was not to be condoned. The Minister and the RTMC further contended that the Minister was empowered to adopt Regulation 108(5)(a) and that its adoption was lawful and rational.

The High Court subsequently found that Section 172(1) of the Constitution cannot be interpreted that a court must entertain the merits of every review, regardless of the delay and the absence of a proper justification for that delay. The Court further concluded that the explanation for the delay offered by AfriForum NPC was not reasonable and failed to cover the entirety of the period of the delay and as a result dismissed the application with costs.

PART B: OUR STRATEGIC FOCUS

1. VISION

Vision Statement	"Leading South Africa to Safe Roads"
-------------------------	---

Table 4: RTMC Vision

2. MISSION

To improve road safety by:



3. VALUES

The RTMC's values emanate from the constitution of the Republic of South Africa. They emphasize the organisation's commitment to law and order and service delivery.

Values	Meaning
Safety	We are committed to ensuring safety for our employees, and stakeholders.
Integrity	We are committed to ethical standards and always doing the right thing even when no one is watching. Being accountable, Practising fairness and impartiality as an organisation and individuals.
Innovation	We welcome new ideas and technologies, always looking for better ways to solve problems.

Values	Meaning
Excellence	We are committed to quality and outstanding service offerings underpinned by the Batho Pele principles.
Collaboration	We believe in the power of teamwork by, sharing knowledge and resources to reach common goals.

Table 5: RTMC Values

4. SITUATIONAL ANALYSIS

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

5. EXTERNAL ENVIRONMENTAL ANALYSIS

5.1 Global Context

5.1.1 The Global Status Report on Road Safety

The Global Status Report on Road Safety 2023 by the World Health Organization (WHO) provides a comprehensive analysis of road traffic deaths globally, highlighting the progress made in reducing fatalities since 2010. The report focuses on factors contributing to road safety, such as infrastructure, vehicle safety, road user behaviours, and the implementation of safety policies. It also includes data on the distribution of fatalities by region, income level, and type of road user, and offers recommendations for improving road safety and achieving the UN's target to halve deaths by 2030.

The report highlights several critical aspects of road safety across the globe. One of the most concerning issues is the global road death rate, which, while showing a 5% reduction since 2010, still saw approximately 1.19 million fatalities in 2021. This corresponds to 15 deaths per

100,000 people. Despite progress, the overall reduction is not sufficient to meet the UN's target of halving road deaths by 2030.

A significant proportion of these deaths involves vulnerable road users such as motorcyclists, pedestrians, and cyclists, who account for a large share of fatalities. Motorcyclists represent 30% of global road deaths, pedestrians 21%, and cyclists 5%. These groups are particularly affected in low- and middle-income countries where road infrastructure is often inadequate and fails to protect them from harm.

The report identifies key risk factors contributing to these fatalities, with speeding, impaired driving (due to alcohol or drugs), non-compliance with helmet laws, and the lack of seatbelt and child restraint usage as the primary concerns. While some progress has been made in addressing these risks, only a small number of countries have fully aligned their road safety laws with WHO's best practices across all key risk factors.

In terms of challenges, the report stresses the need for stronger legislation and enforcement, particularly in low- and middle-income countries where road infrastructure is often designed for vehicles, leaving vulnerable road users exposed. Moreover, the report highlights a significant global disparity: 92% of road traffic deaths occur in low- and middle-income countries, even though these nations have fewer vehicles compared to high-income countries. Furthermore, rapid urbanization and the growing number of vehicles worldwide place additional pressure on road safety systems, especially in countries with inadequate infrastructure.

For the RTMC in South Africa, key insights from the Global Status Report on Road Safety 2023 include:



Figure 8: Global Status Report on Road Safety 2023 key insights

These efforts would align RTMC with global best practices and support their role in improving road safety in South Africa.

5.1.2 Benchmarking Against Developed Countries

Globally, road safety management has seen significant advancements, particularly in developed countries. These advancements are driven by the adoption of innovative strategies like the Safe System Approach and projects like SUNflower.

The Safe System Approach is a road safety philosophy that focuses on creating a transport system designed to protect all road users, acknowledging that human error is inevitable. It shifts responsibility from road users to system designers, aiming to prevent crashes from resulting in serious injuries or fatalities. This approach underpins many modern road safety strategies and has been adopted globally, particularly in countries like Sweden with the Vision Zero initiative.

The SUNflower Project was a comparative study initiated in 1999 and completed in 2002, focusing on road safety in three high-performing European countries: Sweden, the United Kingdom, and the Netherlands. These countries were chosen due to their outstanding road safety records. The project was designed to analyse and compare the safety strategies and performance of these countries to identify best practices that could be shared internationally.

The success of these countries was underpinned by a shift away from blaming road users for accidents and towards designing safer roads and transportation systems that accommodate human error. Key lessons from developed countries include:

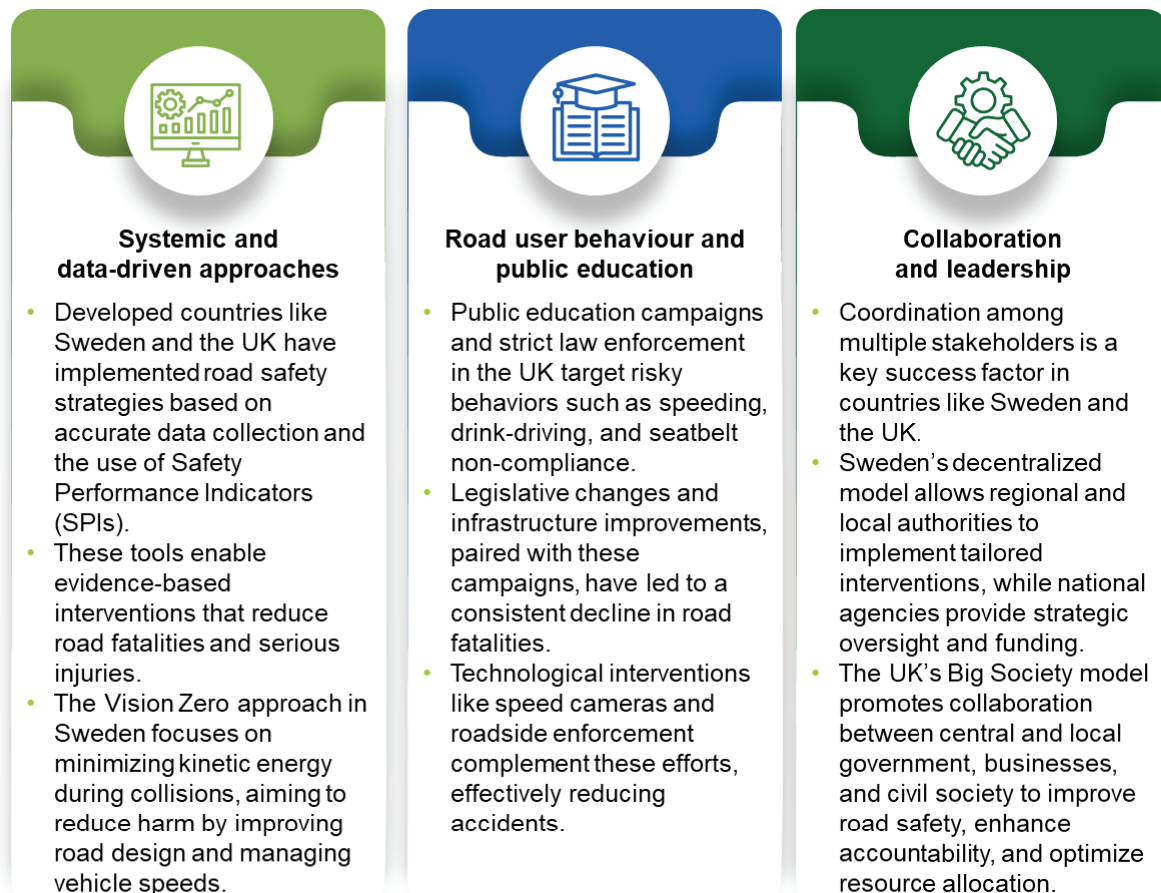


Figure 9: Developed countries lessons

5.1.3 Relevance for South Africa

While South Africa faces distinct socio-economic challenges, including high pedestrian fatalities and inadequate infrastructure, many of the strategies adopted by developed countries can serve as a model. The National Road Safety Strategy (NRSS) aims to reduce fatalities by 50% by 2030 with 2010 set as the baseline. For this goal to be met, South Africa must prioritize the following:

- ☒ Improved data collection and analysis to inform policy decisions;
- ☒ The Safe System Approach to design roads that account for human error;
- ☒ Increased investment in road safety infrastructure and road safety public education campaigns; and
- ☒ Enhanced leadership and coordination between national and local authorities, similar to the multi-stakeholder approaches seen in the United Kingdom and Sweden.

5.1.4 South African Context

5.1.4.1 The 30-year review of South Africa's Democracy

The Department of Planning, Monitoring and Evaluation (DPME) developed a 30-year review of South Africa's democracy (1994-2024), marking three decades since the country transitioned to democracy. It assessed the progress made by the South African government across various domains, including building a democratic state, addressing socio-economic challenges, promoting equality, and advancing human rights. It reflected on achievements such as improved access to services, economic transformation, and the implementation of the National Development Plan, while also identifying ongoing challenges like unemployment, inequality, and service delivery gaps.

The 30-Year Review of South Africa's democracy presents valuable insights that can significantly inform the Road Traffic Management Corporation (RTMC) in shaping its strategic objectives and programs. The review emphasizes the importance of a capable and ethical state, service delivery, infrastructure development, public safety, digital transformation, sustainability, and collaboration, all of which align with RTMC's mandate of promoting road safety and efficient traffic management.

Based on the 30-year review, the following points are particularly significant:

- ☒ **Building a capable and ethical state:** The review stresses the transformation of the public sector, with a focus on building a capable and ethical state. For RTMC, this means continuing efforts to professionalize staff, ensuring ethical traffic law enforcement, and improving accountability in road traffic management fraternity. RTMC can leverage this emphasis by strengthening anti-corruption efforts, particularly in areas related to road traffic law enforcement, vehicle and driver licensing and vehicle registration services.
- ☒ **Public safety and law enforcement:** The review places emphasis on public safety, which aligns with RTMC's mission of promoting road safety. RTMC should continue to focus on enforcing traffic regulations and ensuring safety through law enforcement with the aim to reduce road accidents and fatalities. This can include improving training for traffic officers and adopting modern tools such as AI-based traffic monitoring systems to improve efficiency. The review identifies crime and corruption as barriers to development. For RTMC, this highlights the importance of strengthening its own internal mechanisms to reduce corruption in licensing and traffic enforcement.
- ☒ **Digital transformation and innovation:** The review emphasizes the importance of digital transformation and the role of technology in improving service delivery. For RTMC, investing in IT systems for better data management, real-time traffic monitoring, and

digital road safety campaigns is key. Implementing smart technologies like traffic signal synchronization, automated violation detection, and better data analytics will enhance efficiency and road safety outcomes. RTMC can use traffic data to identify accident-prone areas, monitor law enforcement efficiency, and improve policy decisions. Digital innovations will help ensure responsive, data-led traffic management systems.

- ☒ **Collaboration and Partnerships:** The 30-Year Review emphasizes the need for cross-sector collaboration. RTMC can build stronger partnerships with local government, law enforcement, NGOs, and the private sector to jointly implement road safety initiatives and traffic management improvements. RTMC could explore Public-Private Partnerships (PPPs) to improve road infrastructure, introduce new traffic technologies, and fund large-scale road safety programs, contributing to broader economic and social goals highlighted in the review.

5.1.4.2 Socio-Economic Context

South Africa continues to face multiple structural constraints that hamper its economic growth and development. These include inefficiencies in transport logistics (such as ports and freight rail), and high crime rates. 62.7% of South Africa's population is considered to be living below the upper-middle-income poverty line.

Below is a representation of the actual and projected poverty rates and real Gross domestic product (GDP) per capita for South Africa based on World Bank Data:

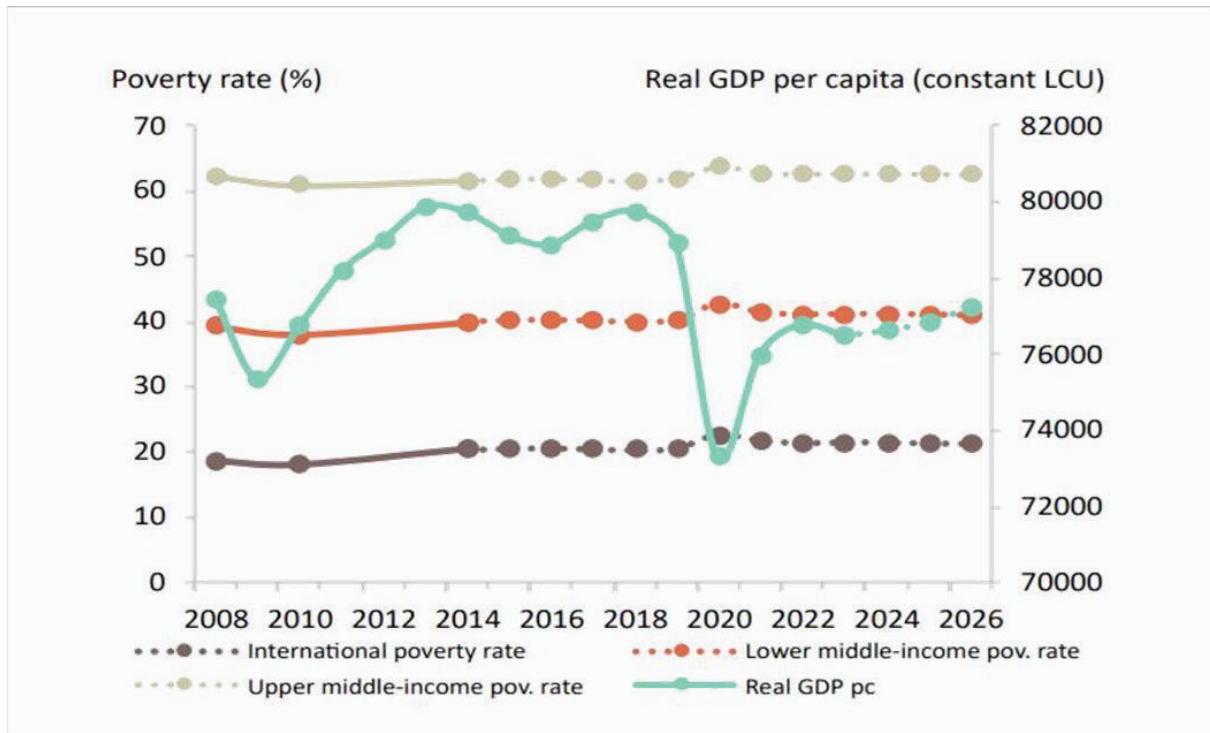


Figure 10: South Africa Actual and projected poverty rates and real GDP per capita

(source: World Bank Group - Sub-Saharan Africa: Macro Poverty Outlook Country-by-country Analysis and Projections for the Developing World)

5.1.4.3 Transportation Trends

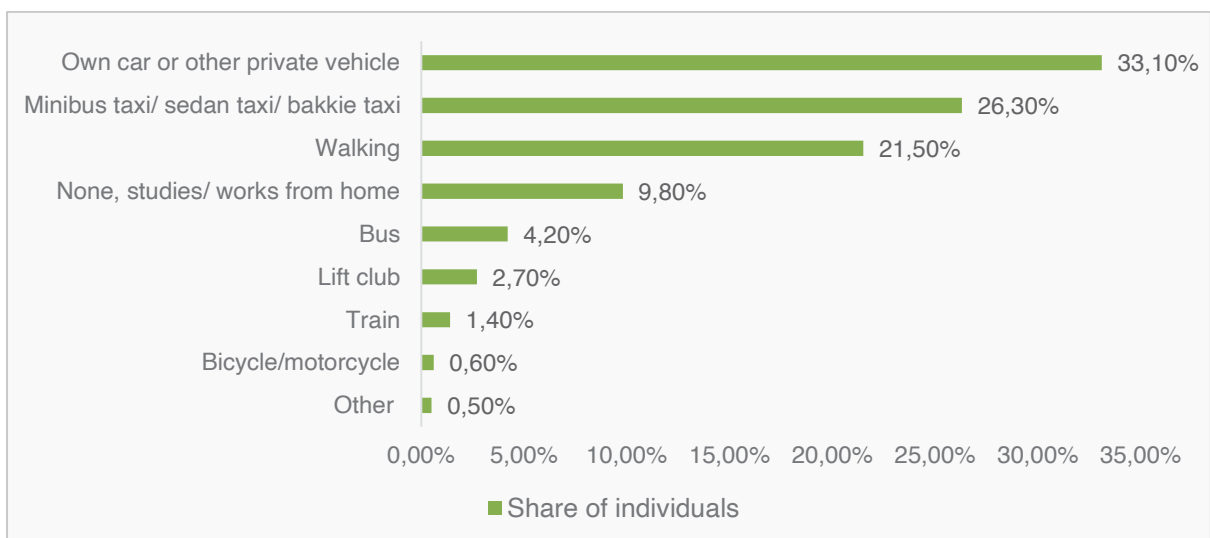


Figure 11: Distribution of modes of transport used to get to work in South Africa in 2019

(source: STATISTA - Distribution of modes of transport used to get to work in South Africa in 2019 ²)

South Africa's diverse modes of transportation present unique road safety challenges. According to the graph, 33.1% of individuals primarily use private cars or other vehicles for travel, making them the largest group of road users. This is followed closely by 26.3% relying

on minibus, sedan, or bakkie taxis, which are widely used for public transport. Notably, 21.5% of South Africans travel by walking, a significant factor when considering pedestrian safety concerns, as pedestrians account for 45% of road fatalities.

With such a large share of the population walking or using public transport, the need for improved pedestrian infrastructure and stricter safety regulations for public transport vehicles becomes clear. The relatively smaller proportions of individuals using buses (4.2%), lift clubs (2.7%), and trains (1.4%) further highlight the dominant role of informal public transport systems and private vehicle use in South Africa's transport landscape.

This data reinforces the importance of targeted interventions to improve road safety for these high-risk groups, especially pedestrians and public transport passengers, who are more vulnerable to road accidents due to inadequate infrastructure and limited enforcement of traffic laws.

5.1.4.4 Unemployment rate

The unemployment rate averaged 32.4 percent in 2023, realising an increase of 3,56 percent from 28,84 percent in 2022. Even though more jobs were created in 2023 – about 790,000 jobs – the pace of job creation is not keeping up with the growing labour force, resulting in rising numbers of unemployed people. The below graph shows the unemployment rate for the past 5 years:

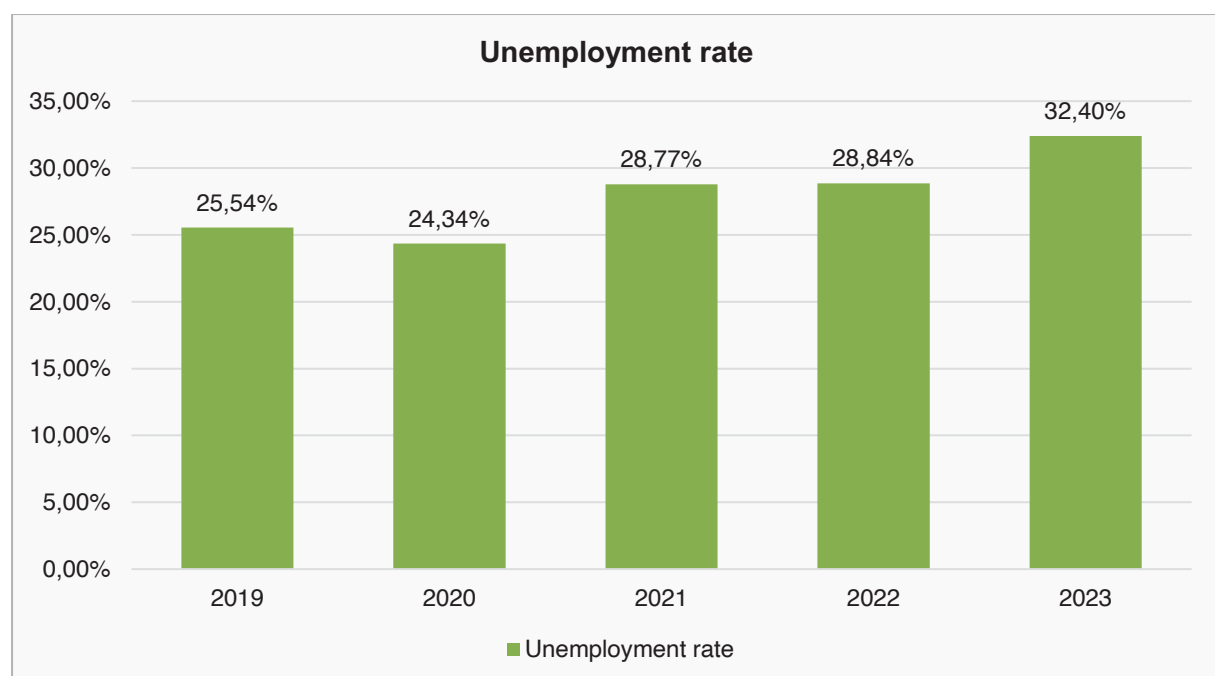


Figure 12: Unemployment rate for past 5 years

(source: Statista South Africa: Unemployment rate from 2004 to 2023)

5.1.4.5 Road Fatalities

The graph depicting road fatalities and fatal crashes since 2018 highlights a fluctuating trend in road deaths and crashes. After a significant drop in fatalities to 9,969 in 2020, largely attributed to reduced traffic during the COVID-19 pandemic, numbers have rebounded, with 11,883 fatalities recorded in 2023. Fatal crashes follow a similar pattern, decreasing to 8,405 in 2020 before rising again to 10,180 by 2023. These statistics underscore the persistent challenge of road safety in South Africa.

The below graph depicts the number of fatal crashes and fatalities:

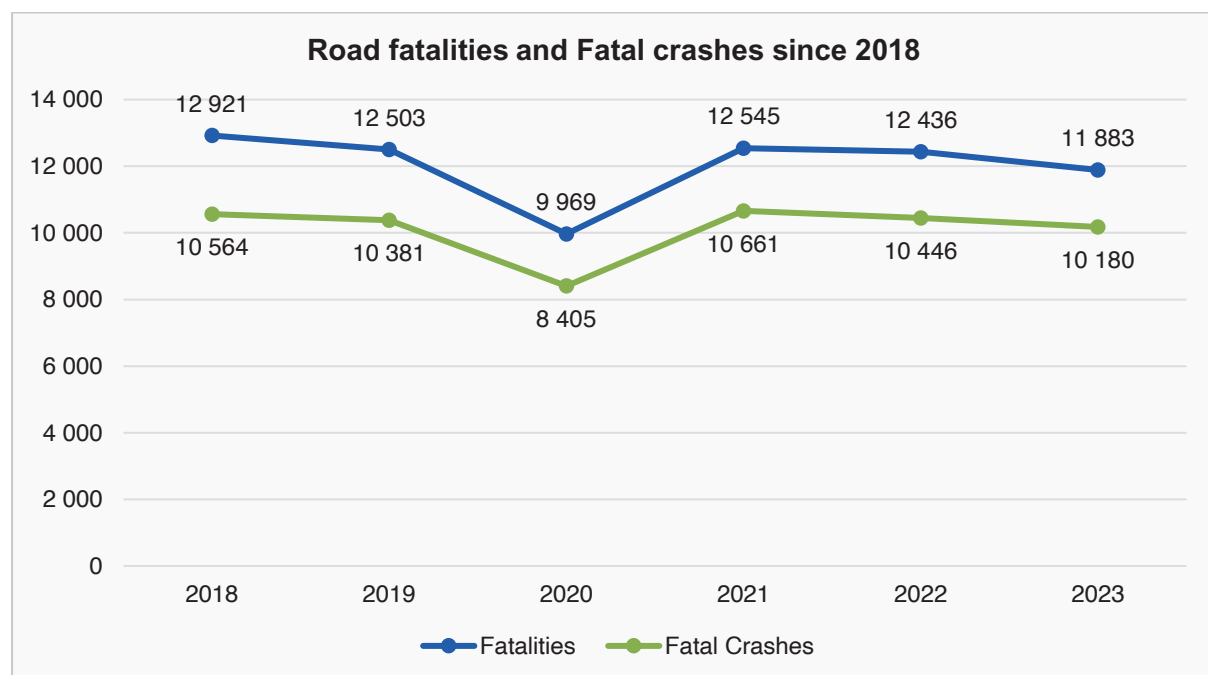


Figure 13: Road Fatalities and Fatal crashes since 2018

The country faces alarming rates of road fatalities, with pedestrians accounting for 45% of these deaths due to inadequate infrastructure, high-speed driving, and limited enforcement of road safety regulations. The figure below depicts the fatalities per user group.

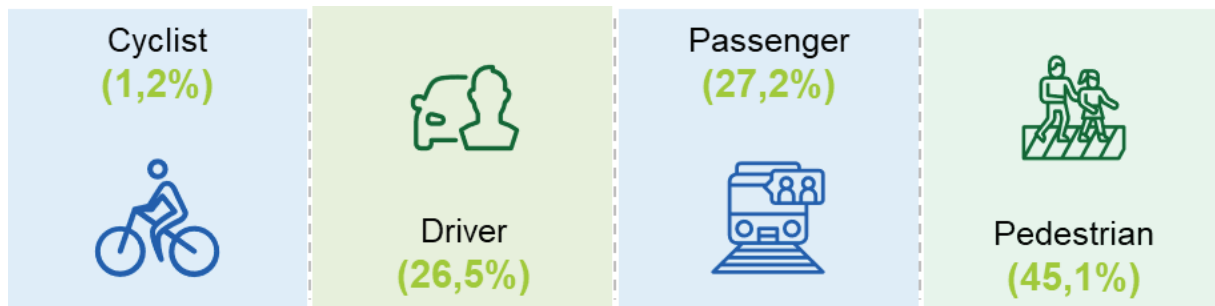


Figure 14: Fatalities per road user group

According to the State of Road Safety Report (2023), the main contributing factor, which remains a challenge in the country is Human Factors through:

- ☒ Driving at inappropriately high speeds in certain sections of the road;
- ☒ Driving under the influence of alcohol;
- ☒ Intoxicated pedestrians, jaywalking, not using demarcated crossing spaces and
- ☒ Distracted driving notably, the use of a mobile phone whilst driving.

There is a growing need for RTMC to leverage technological advancements by implementing real-time monitoring tools and data-driven analytics to improve road safety outcomes. Drawing from proven global strategies, such as the Safe System Approach, RTMC aims to mitigate the risk of human error in road design and infrastructure while enhancing its road safety interventions through collaboration and stakeholder engagement.

5.2 PESTEL Analysis

Political factors	
☒	Government Oversight & Policies: We are heavily guided by the Department of Transport and legislation such as the National Road Traffic Act and RTMC Act. We must align with national goals, including the NDP and MTDP 2024-2029.
☒	Political Stability: Our effectiveness depends on sound political leadership.
☒	Policy Influence: We follow global standards from the SDGs and the Global Plan for Road Safety.
Economic factors	
☒	Revenue Generation: We rely on transactional fees, fines, and government grants, but financial sustainability is a challenge due to rising operational costs, especially employee-related expenses growing faster than revenue.

- ☒ **Economic Transformation:** We support job creation and economic transformation, aligning with government priorities in the Medium- Term Strategic Framework (MTSF). Safer roads are key for economic mobility, programs like traffic enforcement training help create jobs.
- ☒ **Inflation & Budget Constraints:** Rising costs, especially in employee compensation and funding requirements for road safety initiatives and tech investments.

Social factors

- ☒ **Public Safety & Trust:** RTMC focuses on reducing accidents and building public trust through traffic law enforcement and road safety education.
- ☒ **Demographics:** Pedestrian and public transport safety are key, especially for vulnerable groups like women, children, and people with disabilities.
- ☒ **Crime & Corruption:** Tackling fraud and corruption in the traffic fraternity is essential for transparency and aligns with the National Development Plan.

Technological factors

- ☒ **Digital Transformation:** RTMC is focusing on technology for traffic management and real-time monitoring, including digital services and violation detection.
- ☒ **Innovation in Road Safety:** Using data-driven solutions and advanced technology (e.g., AI traffic monitoring, signal synchronization) to enhance road safety and efficiency.

Environmental factors

- ☒ **Sustainability Initiatives:** We support global road safety goals like the Decade of Action, focusing on reducing fatalities and promoting green technology in transport.
- ☒ **Climate Resilience:** RTMC incorporates environmental factors in infrastructure projects to ensure roads are resilient to climate impacts like flooding

Legal factors

- ☒ **Legislative compliance** The RTMC complies to road traffic services legislative mandate and other laws. Court cases, like OUTA vs Minister of Transport, also influence our operations, especially with Administrative Adjudication of Road Traffic Offences (AARTO).
- ☒ As a **Schedule 3A public entity**, the RTMC faces limitations in financial flexibility and revenue generation

6. INTERNAL ENVIRONMENTAL ANALYSIS

6.1 Operating Model

RTMC is well-positioned to improve its operational model and better align with its strategic objectives. By reviewing and refining internal processes, the organization can enhance decision-making, resource allocation, and project execution. There is a need to further clarify roles, eliminate duplication, and communicate strategic goals more effectively. Addressing these areas will foster greater operational efficiency, accountability, and coordination, empowering RTMC to meet its objectives and improve performance across the organization. Positive steps towards these changes will strengthen overall impact.

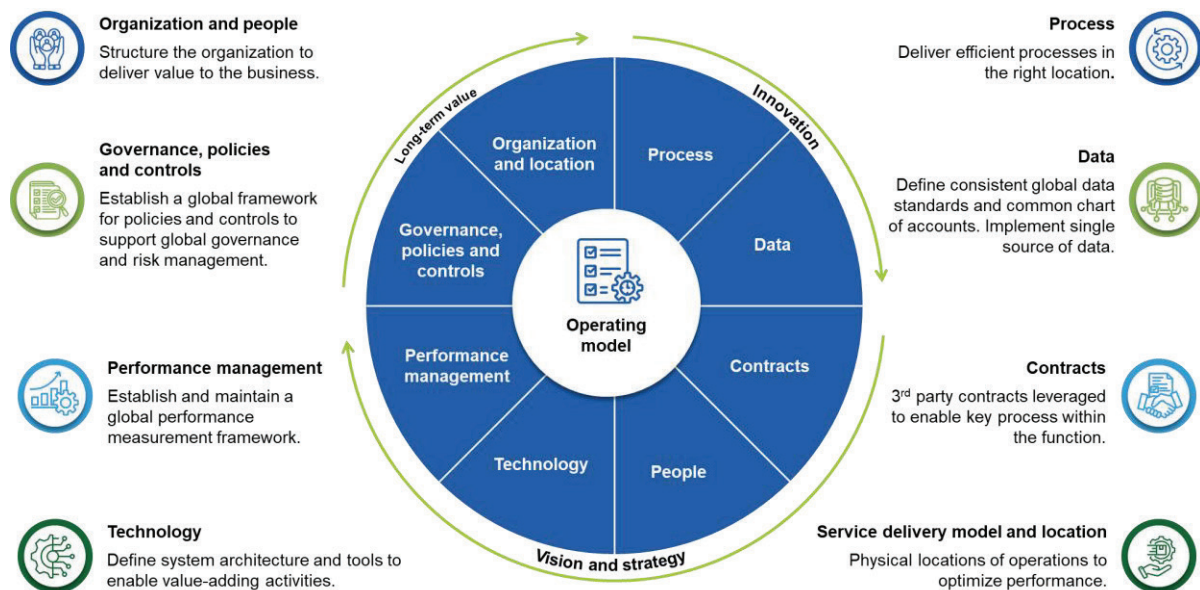


Figure 15: Operating model

For RTMC, this model serves as a guide to streamline their operations, enhancing role clarity, decision-making, and resource allocation while fostering alignment with their strategic goals. Emphasizing these areas will help RTMC optimize its performance.

6.1.1 Financial performance

On 25 March 2021 the RTMC obtained concurrence on several new revenue streams from the Minister of Finance which resulted in the generation of new revenue in efforts to becoming self-sustainable. Majority of the current revenue is generated from non-exchange transactions including transaction fees, infringements, and the Government grant. The total revenue increased with 6% Compound Annual Growth Rate (CAGR) for the past 5 years. The compensation of employees increased with 4% CAGR. The figure below shows the total revenue generated for the past 5 years.

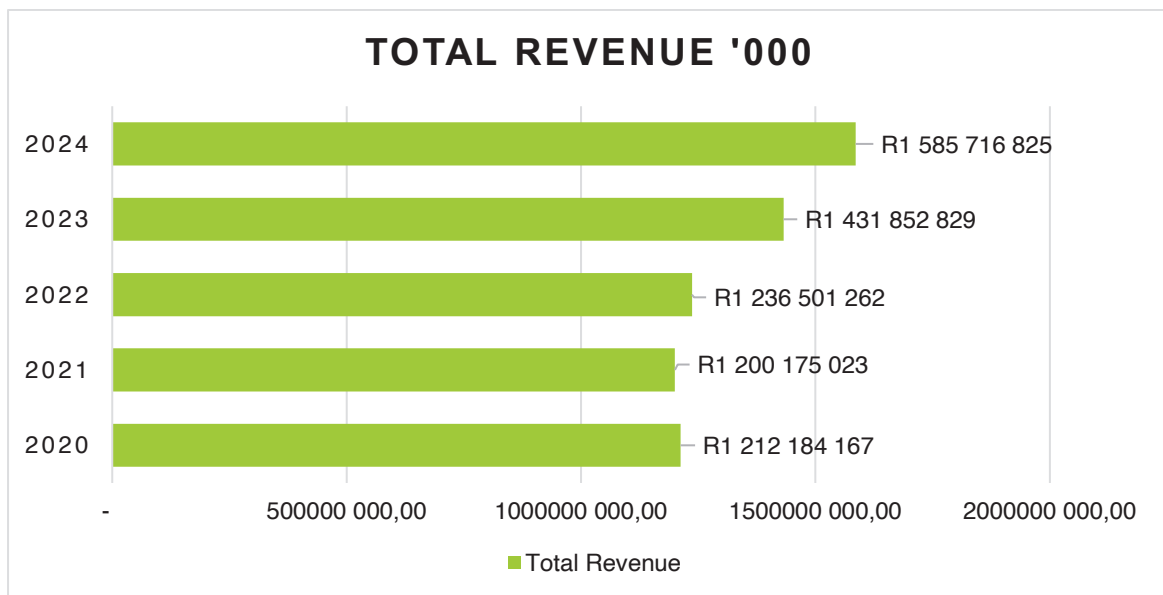


Figure 16: Total Revenue 5 years CAGR

The figure below shows the growth of the employees and associated costs for the past 5 years. The employee numbers only include permanent employees. Other employee types such as fixed term contracts, temporary employees, interns and traffic trainees are not included in these figures.

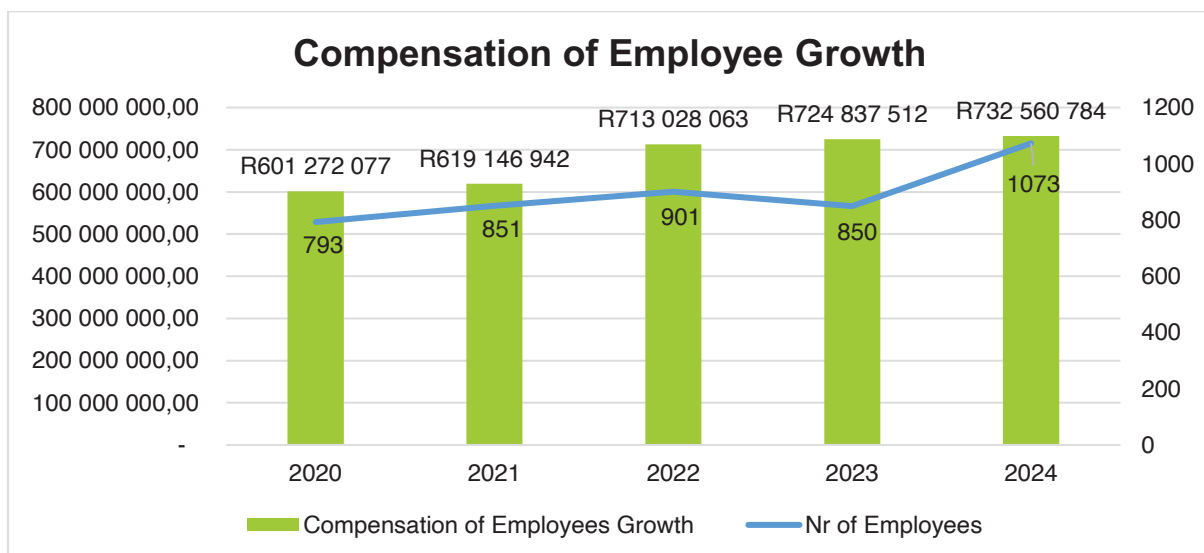


Figure 17: Employee Related Costs 5 years CAGR

The figure below illustrates the total employee-related cost growth patterns over the past five financial years at a CAGR of 7%. It should be noted that the RTMC has a significant

complement of traffic trainees and independent contractors it employs.

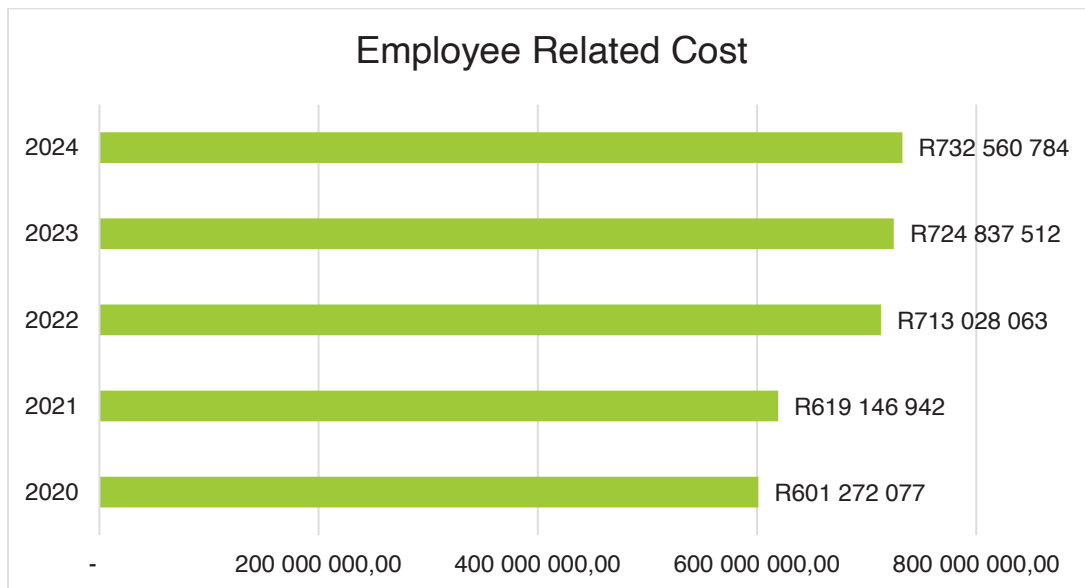


Figure 18: Employee-related costs

The figure below depicts the compensation of employees as a percentage of revenue increased by a 2% CAGR over the period. Employee-related costs have been increasing at a faster pace than revenue generation over the five-year period which puts the RTMC under significant cost pressures.

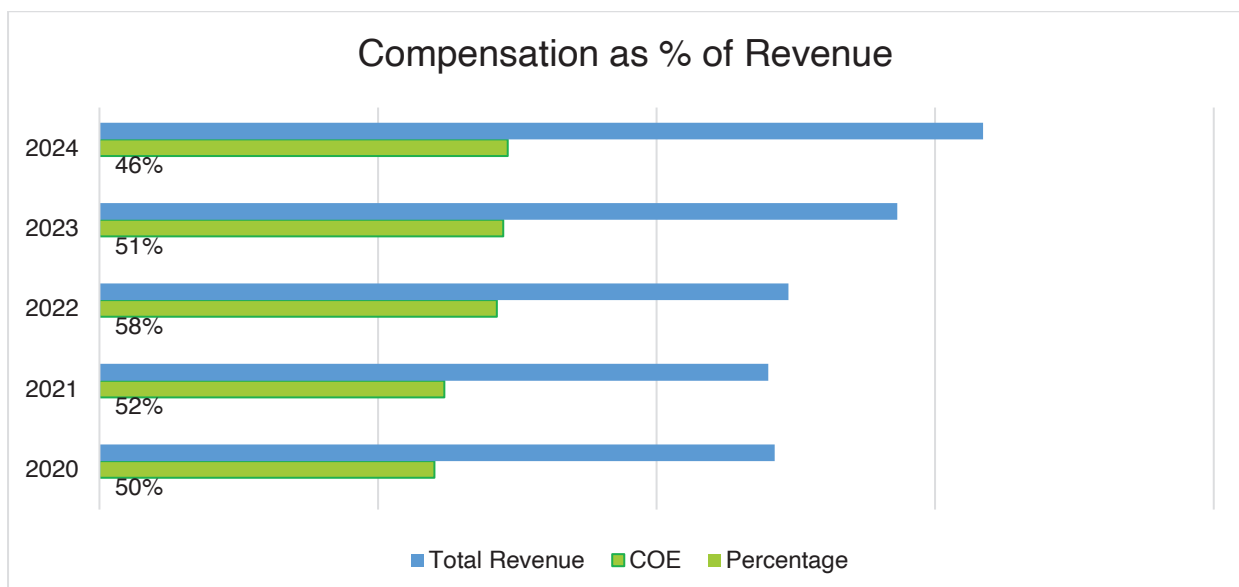


Figure 19: CoE % to Revenue

Moreover, financial sustainability remains a concern, as inadequate and inconsistent funding limits RTMC's ability to implement essential technology upgrades, road safety programs, and human resource development initiatives. The growth in employee numbers due to absorption

model of traffic trainees and the possible impact on future sustainability if funding sources are not improved

6.1.2 Organisational performance

6.1.2.1 Strategic outcomes performance

For the strategic period under review (2020-2025), two outcome indicators that we implemented were as follows:

Impact	Outcome	Outcome indicators	Baseline	Five–Year Target	Actual Performance
Safe Mobility on SA Roads	Reduced Road Fatalities	Number of Road Fatalities	12,921	9,960 (-3,231)	12 172
	High-Performance Organisation	External Stakeholder Satisfaction Survey	68%	80%+	73%
		Internal Stakeholder Satisfaction Survey	55%	80%+	61%

Table 6: 2020-2025 Outcome Indicators vs Actual Performance

The table above demonstrates that the RTMC was not able to achieve its strategic outcomes over the 2020-2025 period. The model adopted in the new planning period is built on the following pillars:

- ☒ resource allocation,
- ☒ stakeholder engagement,
- ☒ governance and structure,
- ☒ funding, and
- ☒ sustainable and external buy-in to implement programmes in collaboration with all stakeholders

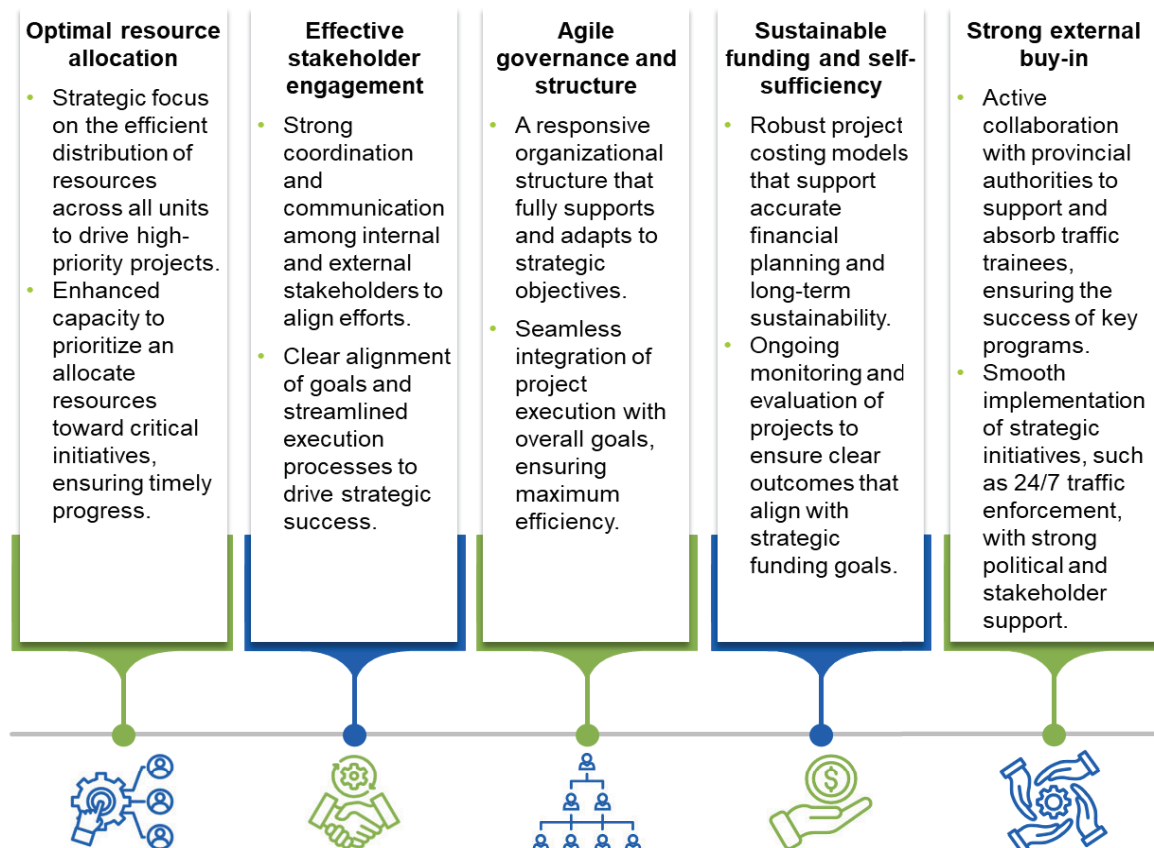


Figure 20: RTMC model pillars

6.1.2.2 Annual Organisational performance over 5 years

The organisational performance of the RTMC from 2019/20 to 2023/24 is provided below:

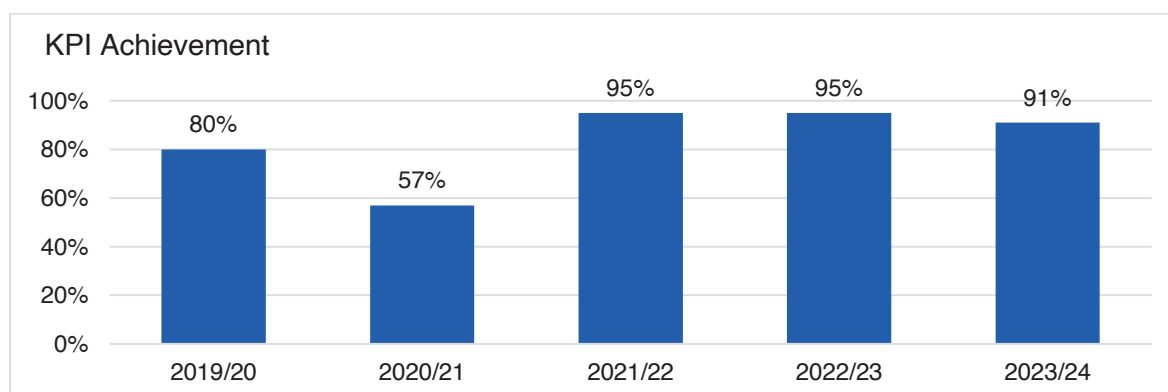


Figure 21: 5-year performance

The lowest performance the RTMC has attained is 57% of its set targets in the 2020/2021 financial year, which was the first year of the 2020-2025 strategic cycle. The negatively impacted areas could be attributed to where external factors played a decisive role, e.g. Covid-19.

Notwithstanding this setback, internal processes were implemented to ensure streamlined operations and harmony across the organisation to facilitate agile delivery and adaptation of processes that ensured continued service, innovation and ultimately the realisation of outcomes, reducing road traffic injuries and death and creation of a high performing organisation in subsequent years.

6.2 RTMC's SWOT Analysis

A SWOT analysis is developed through a structured approach aimed at evaluating an organization's internal strengths and weaknesses, as well as external opportunities and threats. It serves as a strategic tool to help organizations understand their current position and make informed decisions for future growth or improvement. Below is the SWOT analysis for the RTMC's context considering the internal and external environmental analysis:

Strengths	
☒	Legislative Backing: We operate under the National Road Traffic Act and RTMC Act, giving us the authority to manage road safety across South Africa.
☒	Mandate Alignment: Our objectives align with the National Development Plan (NDP), prioritizing road safety and the reduction of fatalities.
☒	Technological Innovation: We are investing in IT systems and data management to enhance traffic monitoring, law enforcement, and decision-making.
☒	Road Safety Campaigns: We conduct national campaigns aimed at improving road user behavior and reducing accidents.
☒	Collaborative Efforts: We work closely with government, civil society, and private organizations to strengthen the impact of our road safety programs.
Weaknesses	
☒	Financial Sustainability Pressure: Although revenue grew by 6% Compound Annual Growth Rate (CAGR), employee costs have risen faster, straining finances and limiting our ability to reinvest in technology and road safety programs.
☒	Underperformance in Key Areas: Consistent underperformance in meeting Key Performance Indicators, especially due to funding.
☒	Inadequate Technology Upgrades: Financial constraints are hindering our ability to implement necessary technology upgrades, affecting our progress in becoming more data-driven and innovative.
Opportunities	
☒	Global Road Safety Initiatives: Our involvement in global initiatives like the UN Decade

of Action and SDGs opens doors for funding and international collaboration.

- ☒ **Technology and Data-Driven Solutions:** Advancements in digital technologies help us improve road safety through real-time data, automated violation systems, and AI traffic management.
- ☒ **Public-Private Partnerships (PPPs):** By fostering private sector investment and partnerships, we can enhance infrastructure and develop sustainable funding models.

Threats

- ☒ **Growing Road Fatalities:** Despite our efforts, road fatalities remain a challenge, with speeding, drunk driving, and distracted driving being key contributors.
- ☒ **Economic Constraints:** South Africa's slow economic growth and high unemployment limit government funding for road safety programs, adding pressure on our resources.
- ☒ **Corruption and Public Distrust:** Corruption in traffic enforcement and licensing can erode public trust and hinder effective road safety management.

PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PERFORMANCE INFORMATION

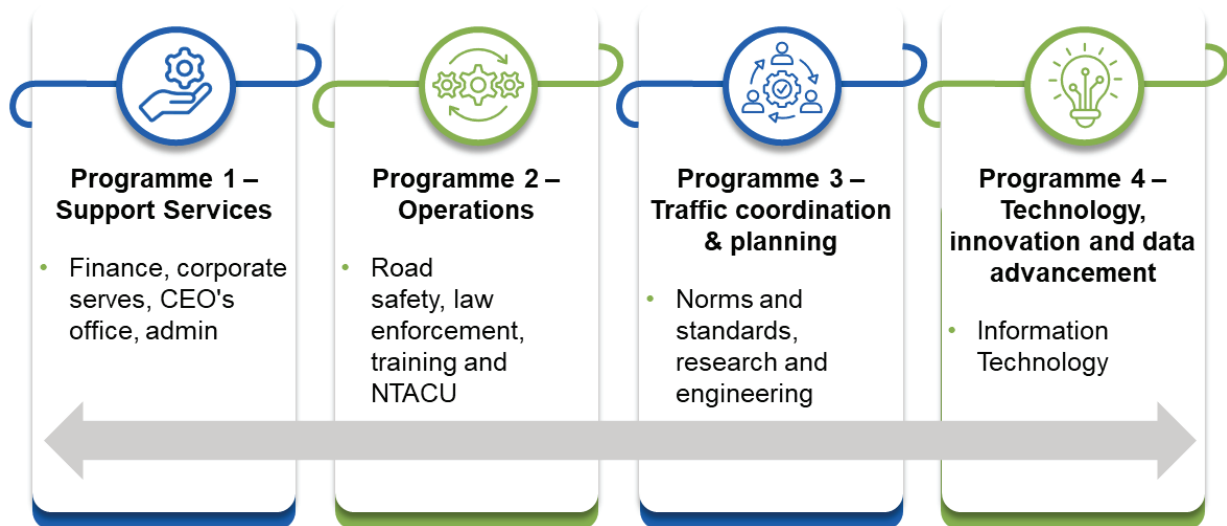


Figure 22: Strategy programmes

Programme 1: Support services – finance, corporate services, CEO's office, admin

The purpose of this programme is to ensure that all back-office operations are efficiently managed, providing critical support to other programmes. This programme covers the essential internal functions required to run the organization smoothly. It includes finance management, corporate services (like Human Resources and legal), the CEO's office, Internal Audit and administrative support.

Programme 2: Operations – road safety, law enforcement, training and NTACU

The purpose of this programme is to improve road safety, ensure compliance with traffic laws, provide necessary training, and combat corruption within traffic management. This programme involves frontline activities such as road safety initiatives, law enforcement, training programs, and NTACU.

Programme 3: Traffic coordination and planning – Norms and standards, research & engineering

The purpose of this programme is to create a well-coordinated, standardized approach to traffic management, backed by research and technical expertise in traffic systems. This programme handles the setting of norms and standards for road traffic management, as well as research and engineering related to traffic systems.

Programme 4: Technology, innovation and data advancement – IT

The purpose of this programme is to leverage technology for better traffic coordination,

enhanced law enforcement, and data-driven decision-making. This programme centres on the advancement of technology within traffic management, primarily through IT systems and data management improvements.

2. IMPACT STATEMENT

Impact Statement

Improve road user behaviour to save lives on SA roads.

Table 7: Impact statement

The RTMC has set the outcomes as depicted in Figure 23 below. These strategic outcomes emphasize RTMC's commitment to improving operational efficiency, financial independence, technological innovation, and reducing road fatalities through advanced safety programs.

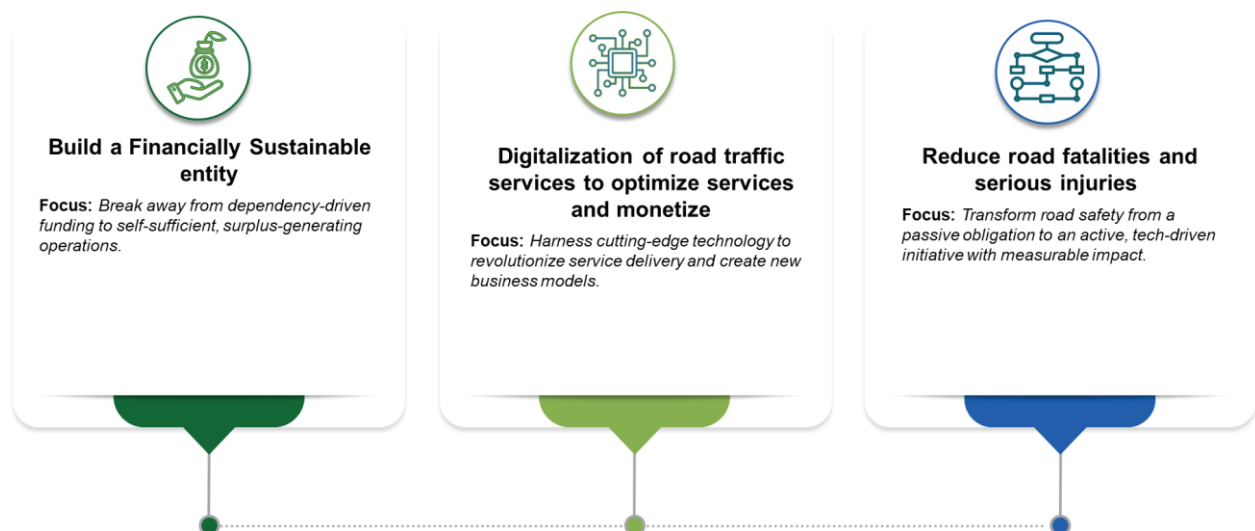


Figure 23: RTMC's outcomes for the next strategic cycle

The RTMC has set the following outcomes:

3. MEASURING OUTCOMES

Outcome	Outcome Indicator	Baseline	Five-year Target
Reduce fatalities and serious injuries	Reduction in road traffic fatalities	11 883	6984
	Number of road safety officials trained	3 330	3 675

Outcome	Outcome Indicator	Baseline	Five-year Target
Digitalisation of road traffic services to optimize services & monetize	% customer satisfaction survey	68%	80%
Build a Financially Sustainable entity	% revenue growth rate	9%	7%

Table 8: Outcome measurement

3.1 Explanation Of Planned Performance over the Five-Year Planning Period

RTMC's strategic objectives are aligned with internal priorities, national mandates (NDP, NRSS, DoT, MTDP), and global best practices. These objectives focus on reducing road fatalities, improving traffic management, and ensuring operational efficiency, financial sustainability, and technological innovation. By addressing internal challenges and aligning with national goals, including priorities for women, youth, and people with disabilities, RTMC is committed to driving meaningful change and delivering measurable improvements in road safety and traffic management, positioning itself as a leader in South Africa's road safety efforts.

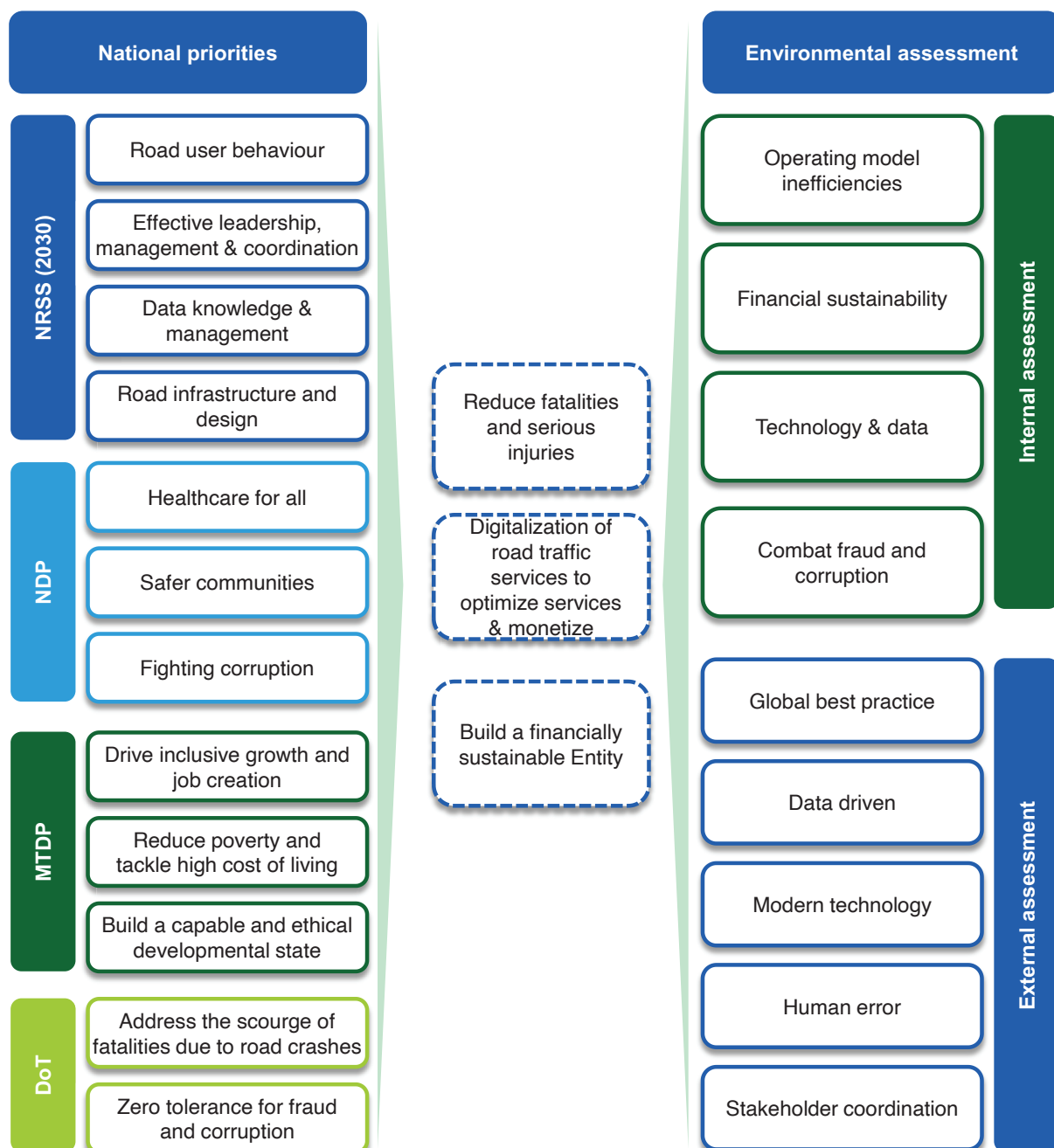


Figure 24: RTMC's strategic focus is informed by national priorities and its current operating environment

RTMC's strategic objectives are crafted in direct response to both national priorities and internal/external environmental assessments. These objectives are designed to position RTMC as a leader in road safety, aligning closely with the country's broader development goals while addressing the organization's operational challenges and opportunities for growth. The following outlines our strategic response based on these critical factors:

Outcome	Link to NDP	Link to MDTP Priorities	RTMC Linkage
Reduce fatalities and serious injuries	<ul style="list-style-type: none"> • Reduce crime by strengthening criminal justice and improving community environments • Education Accountability 	Reduce poverty and tackle the high cost of living	<ul style="list-style-type: none"> • Creating awareness and encouraging safe driving practices among road users • To enforce road traffic laws for the safe and free flow of traffic to prevent road crashes • Professionalisation of road traffic services • Combating fraud and corruption.
Digitalisation of road traffic services to optimize services & monetize and a financially Sustainable Entity	<ul style="list-style-type: none"> • Build a capable state • Priority: Economic Transformation and job creation • Priority 6: A capable, ethical and developmental state 	A capable, ethical and developmental state	<ul style="list-style-type: none"> • Improved data analytics capability • Centralised data management systems • Financial optimisation • Revenue diversification • Streamlined operating model

Table 9: Linkages between priorities and RTMC outcomes and output

4. KEY RISKS AND MITIGATIONS

Outcome	Risk	Treatments
Reduce fatalities and serious injuries	<p>Inability to execute RTMC-linked KPIs of the National Road Safety Strategy (NRSS)</p> <p>Insufficient resources for the execution of law enforcement duties</p> <p>Limited ability and capacity to curb fraud and corruption externally (Road Traffic fraternity)</p>	<p>Formulation of strategic partnerships with stakeholders within Road Safety - for collaboration and funding</p> <p>Alignment and coordination between key stakeholders DoT, Provinces, Local Gov geared toward Road Safety and Law Enforcement</p> <p>Roll-out of biometric login and multi-factor authentication (MFA) to the Natis in a bid to combat fraud & corruption</p>
Digitalisation of road traffic services to optimize services & monetise	<p>Increased risk of cyber attacks</p>	<p>Implementation of the Cyber Security Framework [Center for Internet Security (CIS) controls]</p> <p>Implementation of the approved Cyber Security Strategy</p>
Build a Financially Sustainable entity	<p>Increased risk of liquidity</p> <p>Structure not fully supporting recent growth within the Corporation/Organisational re-alignment</p>	<p>Full implementation of the approved funding model</p> <p>Expansion and marketing of the Online services</p> <p>Re-alignment of the Organisational structure</p>

Table 10: Outcome, Risks and Treatment

PART D: TECHNICAL INDICATOR DESCRIPTIONS

1. Indicator title	Reduction in road fatalities
Definition	The number of people that succumbed due to a road traffic crash
Source of data	State of Road Safety Report
Method of calculation or assessment	Simple count
Assumptions	Availability of credible data from stakeholders
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Desired performance	The annual reported fatalities meet the second decade of action target
Indicator responsibility	Programme manager
2. Indicator title	Number of road safety officials trained
Definition	The RTMC will train road traffic safety officials to upskill and/or multi-skill the officials.
Source of data	Road Traffic Training Academy reports
Method of calculation or assessment	Quantitative
Assumptions	Sufficient availability of resources
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Desired performance	All identified road traffic safety officials trained within the stipulated timeframe.
Indicator responsibility	Programme manager
3. Indicator title	% customer satisfaction survey
Definition	The indicator seeks to measure the level of satisfaction for the service and/or products.
Source of data	
Method of calculation or assessment	Quantitative
Assumptions	Availability of resources
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Desired performance	Increase customer experience on all services offered by the RTMC
Indicator responsibility	Programme Manager
4. Indicator title	% revenue growth rate
Definition	Increase revenue through the implementation of a funding model focused on alternative revenue

	generation or the optimisation of existing revenue streams.
Source of data	<p>RTMC's current and future revenue streams namely:</p> <ul style="list-style-type: none"> • AARTO infringement fines • Section 56 notices • Transaction fees • Boekenhoutkloof revenue • NaTIS data access • NaTIS online licence renewal • Online vehicle registration • Revenue through online advertisement • Extract from income statement on Oracle <p>Any additional revenue streams that may be launched</p>
Method of calculation or assessment	Actual revenue less baseline revenue divided into baseline revenue (formula) {baseline revenue = previous year actual revenue}
Means of verification	Financial systems
Assumptions	Accuracy of data collected and captured
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Desired performance	Increase revenue from current revenue and alternative revenue streams.
Indicator responsibility	Programme Manager

Table 11: Technical Indicator Descript

