![Road Traffic Management Corporation logo]

Road Traffic
Management Corporation

REVISED ANNUAL PERFORMANCE PLAN

2025/26

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

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
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.
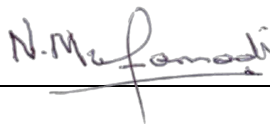
Acting Chief Executive Officer		Date
Ms Refilwe Mongale		07 November 2025

Chairperson of the Board		Date
Ms. N. Mufamadi		07 November 2025

FOREWORD FROM THE CHAIRPERSON OF THE SHAREHOLDER COMMITTEE

The 2025/26 Road Traffic Management Corporation Annual Performance Plan (APP) signals the opening of the 2025-2030 strategic cycle. The plan brings to life the commitments of the 7th administration under Government of National Unity (GNU).

The 2025/26 APP is the embodiment of the RTMC's promise to lead South Africa to safe roads. This is a detailed action plan that surgically describes the steps that will be taken to reduce road fatalities each year for the next five years.

In our endeavour to curb the road deaths and injuries, we will encourage the participation of private sector and civil society organisations. This we will do to make loud the clarion call that road safety is a collective responsibility.

The RTMC will intensify road safety education programmes and awareness campaigns targeting vulnerable road users. Law Enforcement deployments will be guided by scientific research to ensure that resources are directed where they are needed.

The digitisation of sites with road traffic systems and computer licence learning testing are demonstrate efforts to eliminate fraud and corruption. The RTMC is leading a digitisation revolution within the road traffic interface, closing all leaks that are exploited to defraud the state.

The RTMC as a lead agency on road safety in South Africa is expected to foster research and development, this is to ensure that we not far apart from fellow members of the United Nations Road Safety Collaboration (UNRSC).

The Shareholders Committee supports the commitment to service enshrined in the document. We are encouraged by the dedication and hard work of the Board, management and employees of the RTMC, confident in their ability to achieve these goals.

HON. B Creecy

MINISTER OF TRANSPORT

CHAIRPERSON OF THE SHAREHOLDERS COMMITTEE

FOREWORD FROM THE CHIEF EXECUTIVE OFFICER

It is with great anticipation and commitment that we present the Annual Performance Plan for the year 2025/26. This document serves as a critical guide for our efforts in meeting our strategic objectives and fulfilling our mission. It reflects our collective resolve to deliver on our promises, respond to the needs of our stakeholders, and contribute meaningfully to the social and economic development of our community, region, and beyond.

The year 2025/26 marks an important phase in our journey. It is a year when we will build on the lessons learned from past years and embrace new opportunities and challenges. With a clear focus on enhancing efforts to collaborate on road traffic management, provide data insights as well as support government and stakeholders to save lives, this plan outlines our key priorities and measurable goals. These priorities are aligned with our overarching long-term vision and national development objectives, ensuring that we are on a path that will lead to meaningful progress.

As we embark on this ambitious plan, it is crucial to recognize that our success will depend on collaboration and the collective efforts of all stakeholders. By working together—internally and externally—we can ensure that we remain responsive to emerging issues, adaptable to changing circumstances, and dedicated to achieving excellence.

This APP is not just a set of targets, but a roadmap that reflects our commitment to accountability, transparency, and continuous improvement. It is designed to provide clarity and direction for the coming year, ensuring that every action and decision taken contributes to our overall success.

As we look ahead to 2025/26, let us be guided by our shared values of safety, integrity, innovation, excellence and collaboration. Together, we will continue to make strides in leading South Africa towards safe roads.

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MS REFILWE MONGALE

ACTING 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: • 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 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 threat;

— 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:

Global policies/instruments
- Sustainable Development Goals
- United Nations Decade of Action for Road Safety
- Global Plan for Road Safety

Regional policies/instruments
- Accra Declaration
- SADC Ministerial 10 Key Points
- Africa Road Safety Charter
  Africa Agenda 2063

Local policies/instruments
- National Development Plan
- Medium Term Strategic Framework
- National Road Safety Strategy

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

RTMC | 2025/26 REVISED ANNUAL PERFORMANCE PLAN

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 the 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, re-lying 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:
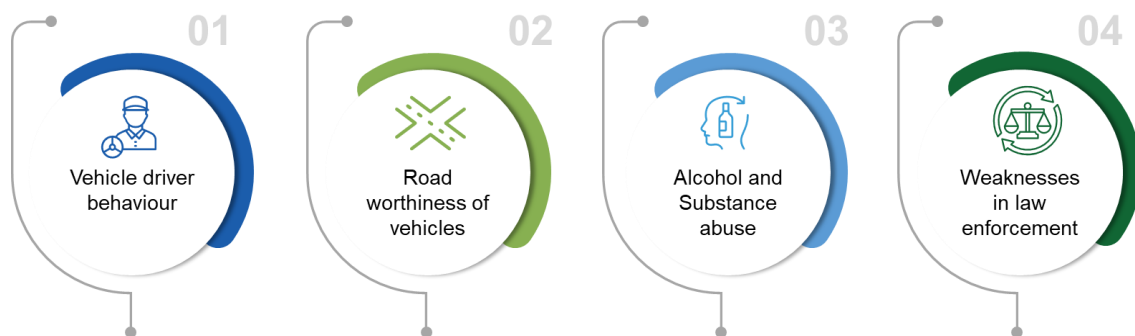
Figure 4: NDP factors

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:

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 / strategy is implementation of 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.

Capable state	Ethical state	Development 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 build's 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.
01	02	03

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 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:
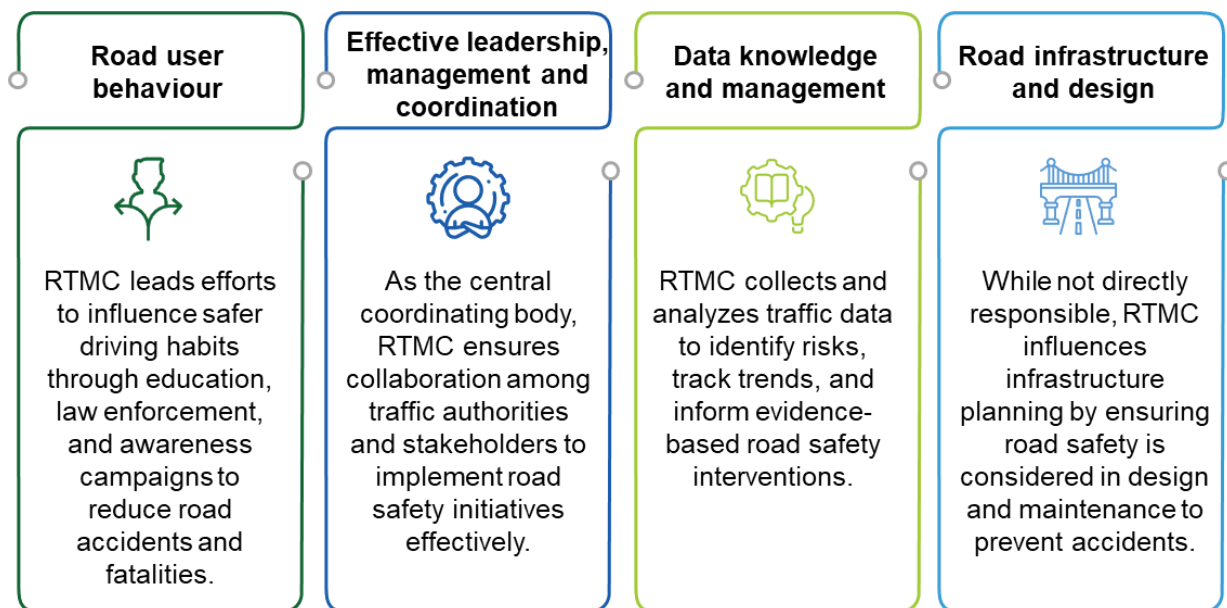
Figure 7: NRSS critical intervention areas

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 the 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:

01 Focus on Vulnerable Road Users: Prioritize the safety of pedestrians, motorcyclists, and cyclists, who account for significant fatalities globally.

02 Implement Safe System Approach: Develop a holistic approach emphasizing safe infrastructure, safer vehicles, speed management, and law enforcement.

03 Data and Legislation: Strengthen road safety data collection and align national road safety legislation with WHO best practices on speeding, seat belts, and drink driving.

04 Technology and Innovation: Use technology for real-time traffic monitoring and enforcement.

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.

5.1.1.1 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:

Systemic and data-driven approaches	**Road user behaviour and public education**	**Collaboration and leadership**
• Developed countries like Sweden and the UK have implemented road safety strategies based on accurate data collection and the use of Safety Performance Indicators (SPIs).	• Public education campaigns and strict law enforcement in the UK target risky behaviors such as speeding, drink-driving, and seatbelt non-compliance.	• Coordination among multiple stakeholders is a key success factor in countries like Sweden and the UK.
• These tools enable evidence-based interventions that reduce road fatalities and serious injuries.	• Legislative changes and infrastructure improvements, paired with these campaigns, have led to a consistent decline in road fatalities.	• Sweden's decentralized model allows regional and local authorities to implement tailored interventions, while national agencies provide strategic oversight and funding.
• The Vision Zero approach in Sweden focuses on minimizing kinetic energy during collisions, aiming to reduce harm by improving road design and managing vehicle speeds.	• Technological interventions like speed cameras and roadside enforcement complement these efforts, effectively reducing accidents.	• The UK's Big Society model promotes collaboration between central and local government, businesses, and civil society to improve road safety, enhance accountability, and optimize resource allocation.

Figure 9: Developed countries lessons

5.1.1.2 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.

5.1.2 South African Context

5.1.2.1 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 high-lighted in the review.

5.1.2.2 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:
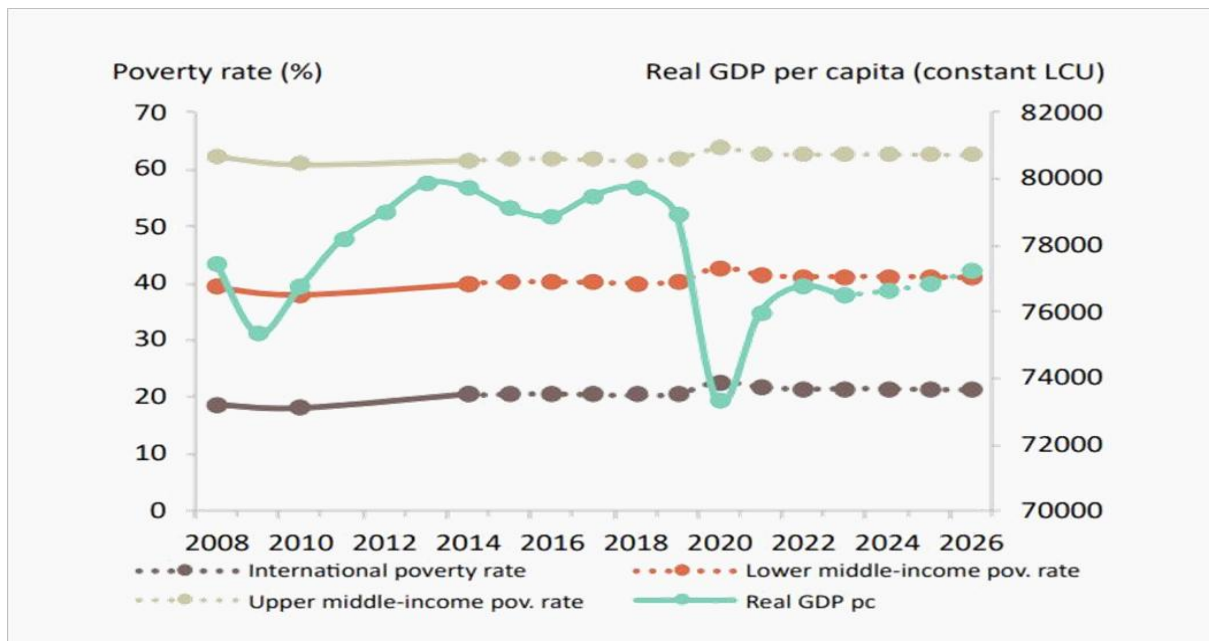
Figure 10: South Africa/Actual and projected poverty rates and real GDP per capita

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

5.1.2.3 Transportation Trends
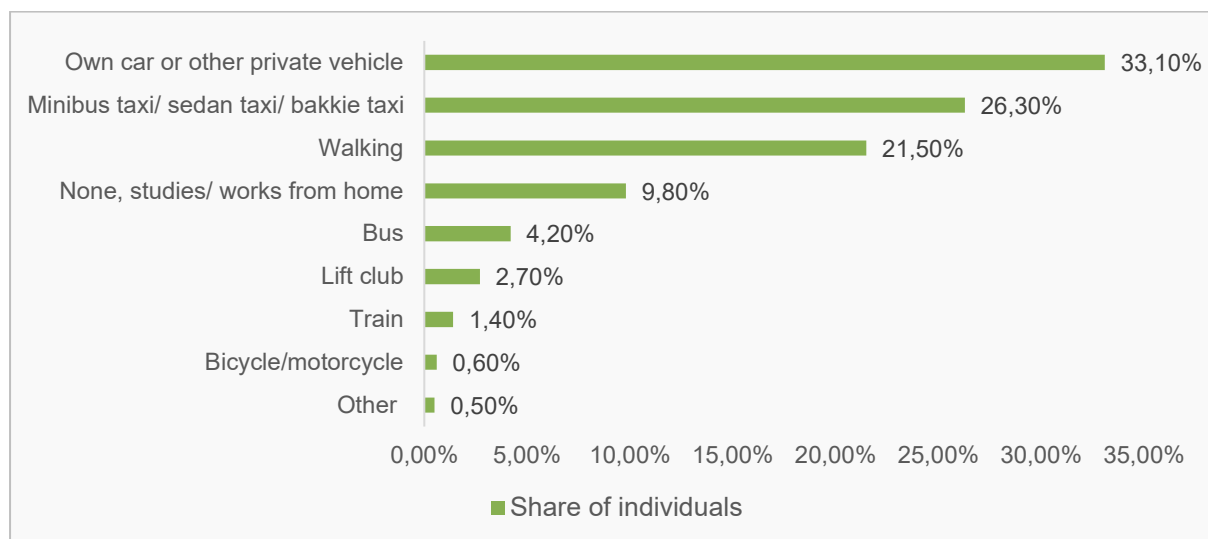
*Figure 11: Distribution of modes of transport used to get to work in South Africa in 2019*

(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.

5.1.2.4 Unemployment rate

The unemployment rate averaged 31.9 percent in 2024, realising a decrease of 0,2 percent from 32,10% percent in 2023. The number of employed persons increased by 132 000 to reach 17.1 million in Q4 2024, while the number of unemployed persons declined by 20 000

to 8.0 million. Consequently, the labour force grew by 112 000 (an increase of 0.4%) during the same period. The below graph shows the unemployment rate for the past 5 years:
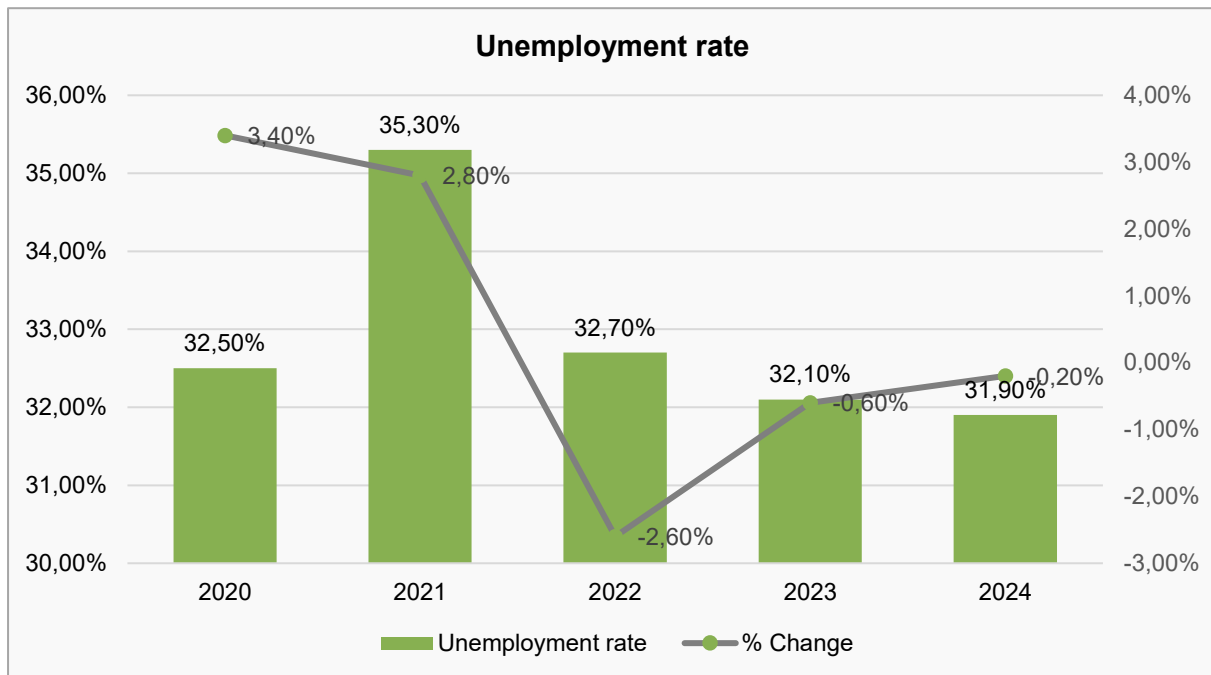
Unemployment rate

Figure 12: Unemployment rate for past 5 years

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

5.1.2.5 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 12,217 fatalities recorded in 2024. Fatal crashes follow a similar pattern, decreasing to 8,405 in 2020 before rising again to 10,339 by 2024. These statistics underscore the persistent challenge of road safety in South Africa.

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

Road fatalities and Fatal crashes since 2018

Fatalities:
- 2018: 12 921
- 2019: 12 503
- 2020: 9 969
- 2021: 12 545
- 2022: 12 436
- 2023: 11 883
- 2024: 12 172

Fatal Crashes:
- 2018: 10 564
- 2019: 10 381
- 2020: 8 405
- 2021: 10 661
- 2022: 10 446
- 2023: 10 180
- 2024: 10 339
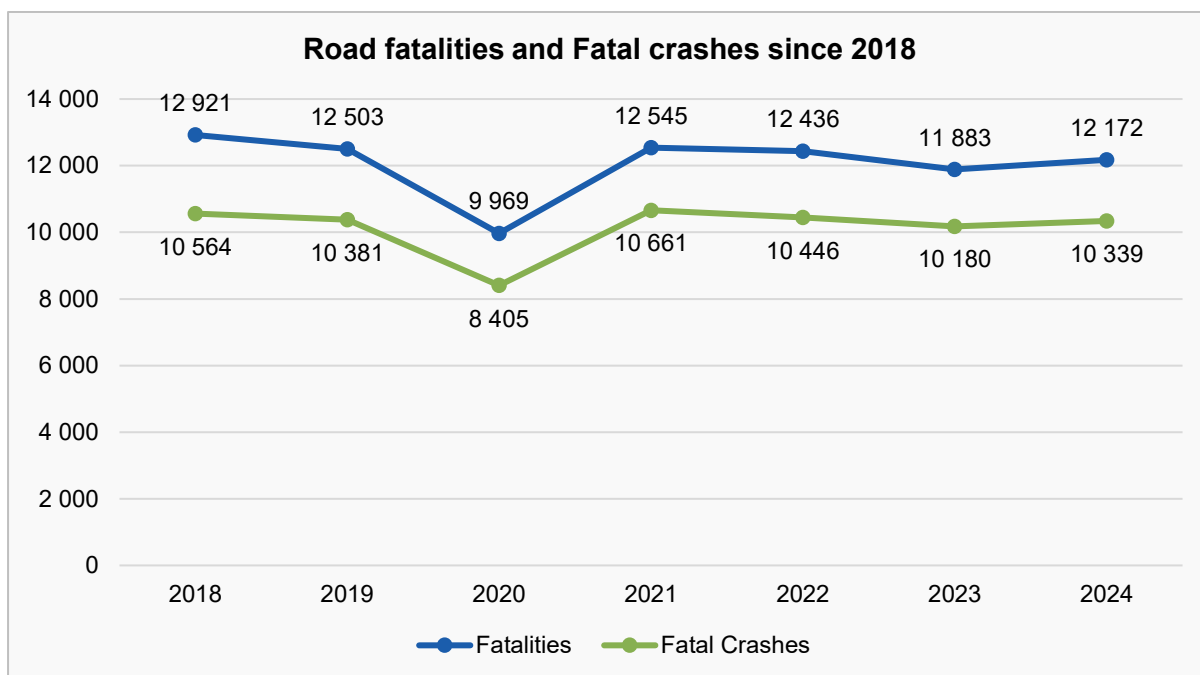
Figure 13: Road Fatalities and Fatal crashes since 2018

 The country faces alarming rates of road fatalities, with pedestrian accounting for 44,8% 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.

1,2%	25,7%	28,3%	44,8%
Cyclist	*Driver*	*Passenger*	*Pedestrian*
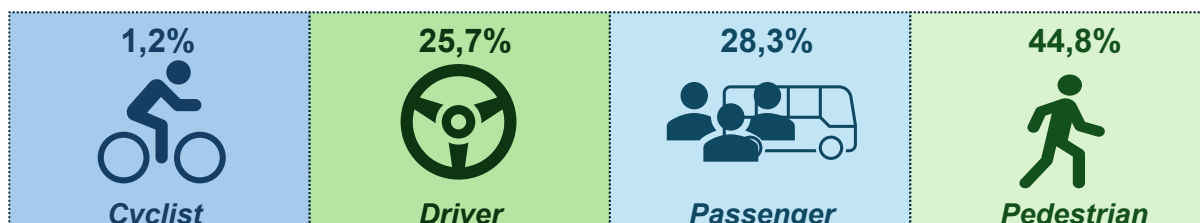
Figure 14: Fatalities per road user group

According to the State of Road Safety Report (2024), 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 influenced by the Department of Transport and laws like 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 Development Plan(MTDP). 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 focuses on technology for traffic management and real-

time monitoring, including digital services like e-toll collection 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 with 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.

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), prioritising 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 technological 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.

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.
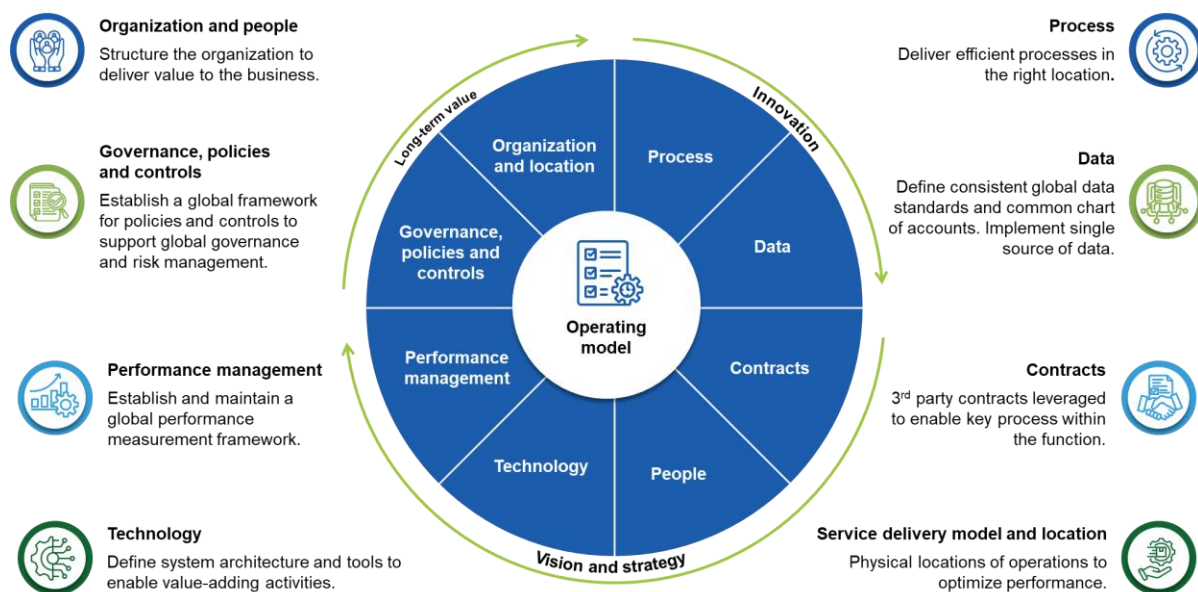
Figure 15: Operating model

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.

TOTAL REVENUE '000

Year	Total Revenue
2024	R1 585 716 825
2023	R1 431 852 829
2022	R1 236 501 262
2021	R1 200 175 023
2020	R1 212 184 167
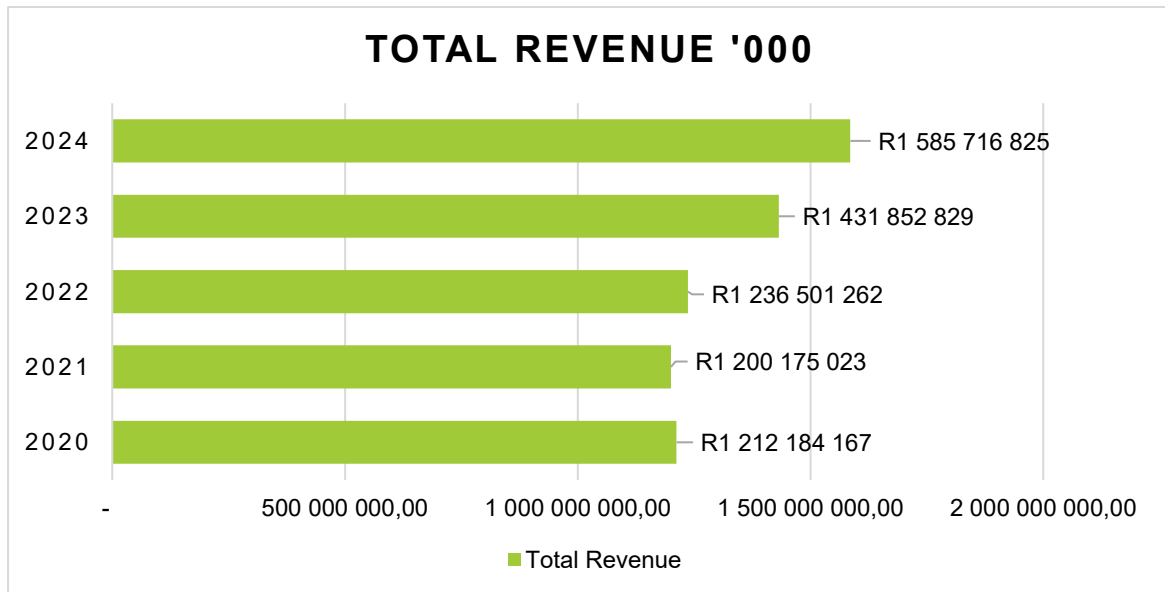
Figure 16: Total Revenue 5 years CAGR

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.

Compensation of Employee Growth

Year	Compensation of Employees Growth	Nr of Employees
2020	R601 272 077	793
2021	R619 146 942	851
2022	R713 028 063	901
2023	R724 837 512	850
2024	R732 560 784	1073
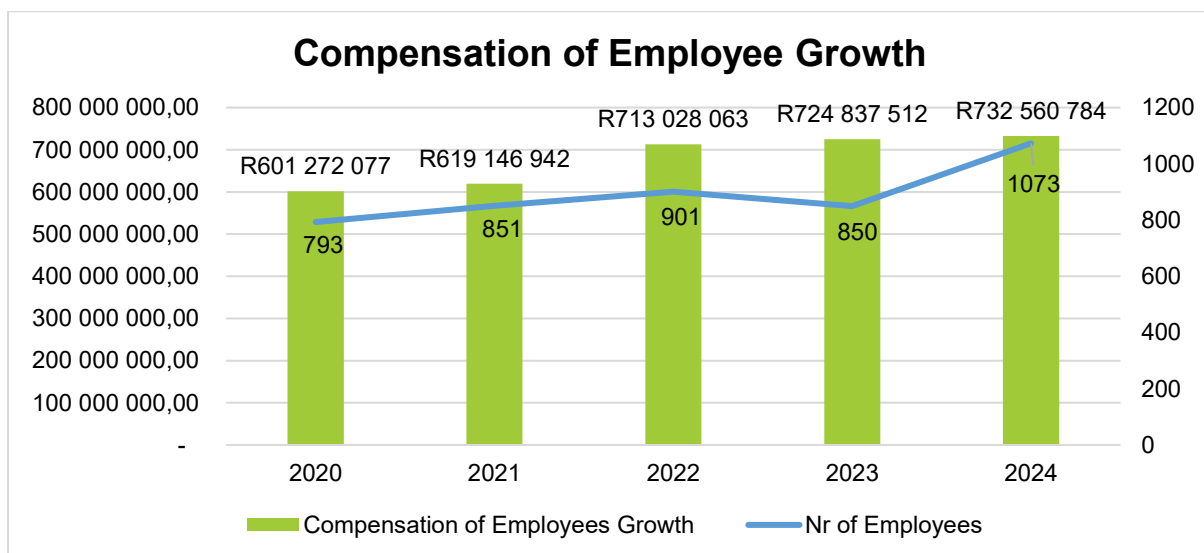
Figure 17: Employee Related Costs 5 years CAGR

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.

Employee Related Cost

Year	Value
2024	R732 560 784
2023	R724 837 512
2022	R713 028 063
2021	R619 146 942
2020	R601 272 077
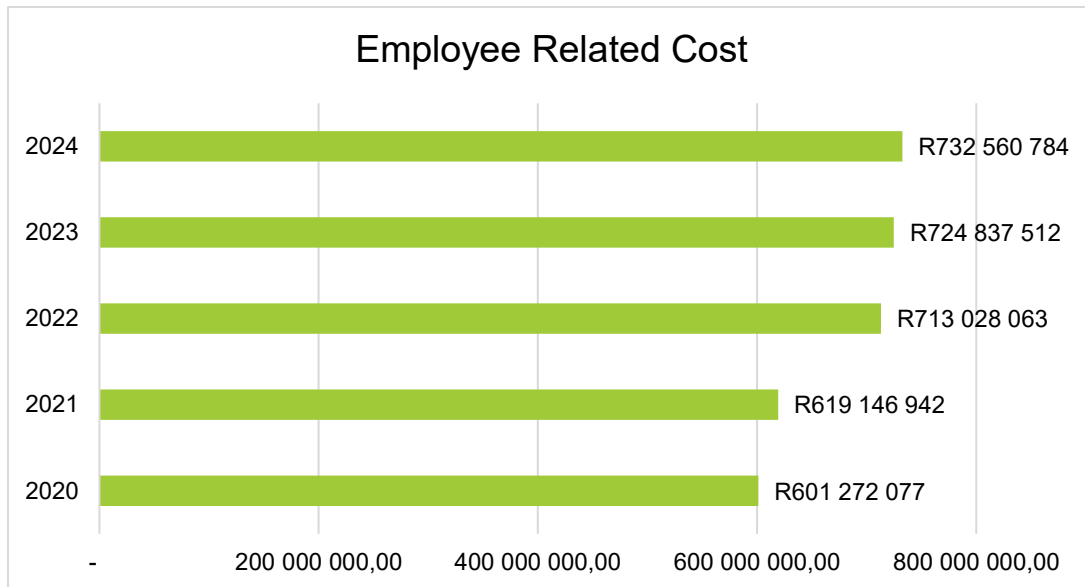
Figure 18: Employee-related costs

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.

Compensation as % of Revenue

Year	Percentage
2024	46%
2023	51%
2022	58%
2021	52%
2020	50%

Legend: ■ Total Revenue ■ COE ■ Percentage
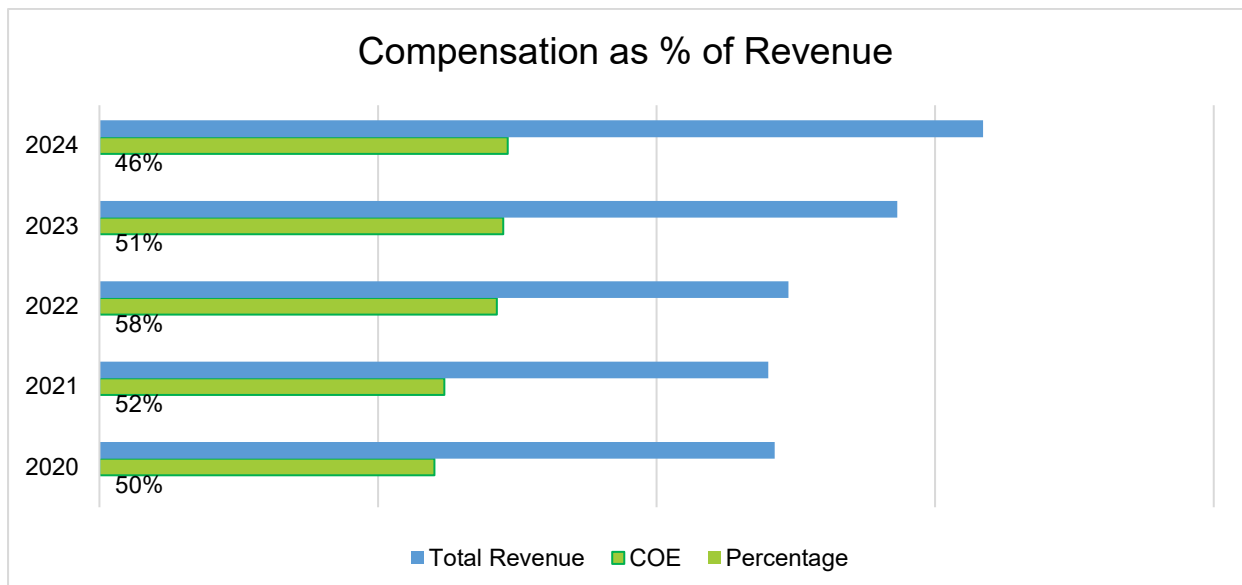
Figure 19: CoE % to Revenue

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

RTMC | 2025/26 REVISED ANNUAL PERFORMANCE PLAN

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 (2024/25)
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.

| **Optimal resource allocation**	**Effective stakeholder engagement**	**Agile governance and structure**	**Sustainable funding and self-sufficiency**	**Strong external buy-in**
• Strategic focus on the efficient distribution of resources across all units to drive high-priority projects. • Enhanced capacity to prioritize an allocate resources toward critical initiatives, ensuring timely progress.	• Strong coordination and communication among internal and external stakeholders to align efforts. • Clear alignment of goals and streamlined execution processes to drive strategic success.	• A responsive organizational structure that fully supports and adapts to strategic objectives. • Seamless integration of project execution with overall goals, ensuring maximum efficiency.	• Robust project costing models that support accurate financial planning and long-term sustainability. • Ongoing monitoring and evaluation of projects to ensure clear outcomes that align with strategic funding goals.	• Active collaboration with provincial authorities to support and absorb traffic trainees, ensuring the success of key programs. • Smooth implementation of strategic initiatives, such as 24/7 traffic enforcement, with strong political and stakeholder support.

Figure 20: RTMC model pillars

6.1.2.2 Annual Organisational performance over 5 years

The organisational performance of the RTMC from 2020/21 to 2024/15 is provided below:

KPI Achievement
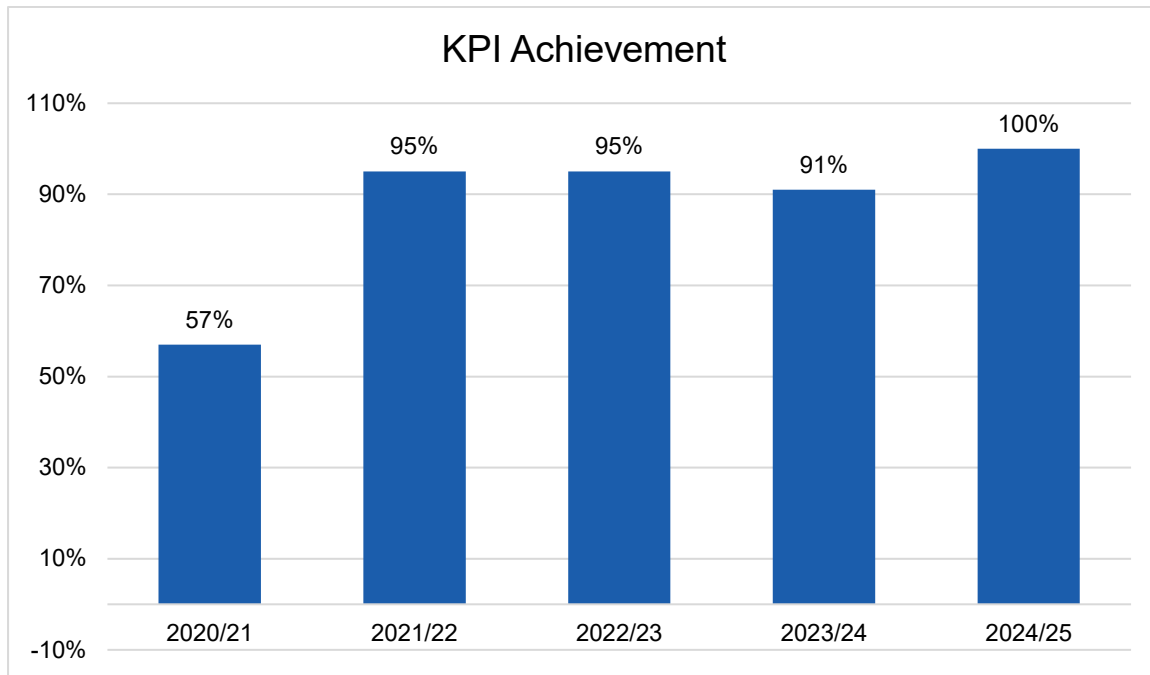
Figure 21: 5-year performance

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. RTMC's SWOT Analysis

PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PERFORMANCE INFORMATION
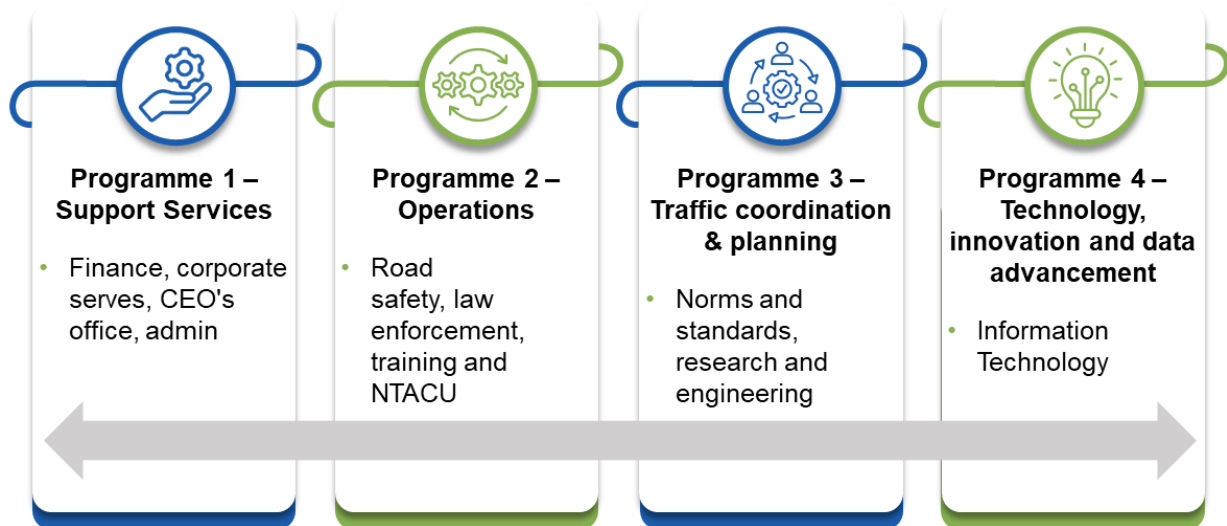
Figure 22: Strategy programmes

### 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.

Build a Financially Sustainable entity

Focus: *Break away from dependency-driven funding to self-sufficient, surplus-generating operations.*

Digitalization of road traffic services to optimize services and monetize

Focus: *Harness cutting-edge technology to revolutionize service delivery and create new business models.*

Reduce road fatalities and serious injuries

Focus: *Transform road safety from a passive obligation to an active, tech-driven initiative with measurable impact.*

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

3. MEASURING OUTCOMES

Outcome	Outcome Indicator	Baseline	Five-year Target
	Reduction in road traffic fatalities	11 883	6984
Reduce fatalities and serious injuries	Number of road safety officials trained	3 330	3 675
Digitalisation of road traffic services to optimize services & monetize	% customer satisfaction survey	68%	80%

Outcome	Outcome Indicator	Baseline	Five-year Target
Build a Financially Sustainable entity	% revenue growth rate	9%	7% CAGR

Table 8: Outcome measurement

4. MEASURING OUTPUTS

4.1 Outcomes, Outputs, Performance Indicators and Targets

Outcomes	Outputs	Output indicators	Annual targets						
			5-Year	Estimated performance		MTEF			
			2025-2030	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
\Reduce road fatalities through the implementation of road safety programmes	Creating awareness and encouraging safe driving practices among road users	Number of road safety programmes implemented	17	3	1	4	4	4	4
		Number of monitoring reports on the implementation of the NRSS 2016-2030 produced	1	1	1	1	1	1	1
	To enforce road traffic laws for the safe and free flow of traffic to prevent road crashes	Number of traffic law enforcement interventions implemented	94 479	12 050	16 519	17 348	18 215	20 682	21 715
	Professionalisation of road traffic services	Number of modules delivered to traffic trainees on NQF 6 traffic Officer qualification.	51 delivered to traffic trainees on NQF 6 traffic Officer qualification.	7 delivered to traffic trainees on NQF 6 traffic Officer qualification.	12 delivered to traffic trainees on NQF 6 traffic Officer qualification.	4 delivered to traffic trainees on NQF 6 traffic Officer qualification.	17 delivered to traffic trainees on NQF 6 traffic Officer qualification.	16 delivered to traffic trainees on NQF 6 traffic Officer qualification.	2 delivered to traffic trainees on NQF 6 traffic Officer qualification.
		Number of modules delivered to officials in the	4	3 modules implemented to upskill existing	4 modules delivered to road traffic	4 modules delivered to road traffic	4modules delivered to road traffic	4 modules delivered to road traffic	4 modules delivered to road traffic

Outcomes	Outputs	Output indicators	Annual targets						
			5-Year	Estimated performance		MTEF			
			2025-2030	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		road safety sector		traffic officers	officials	officials	officials	officials	officials
		Number of modules delivered to road safety practitioners	9	9 modules delivered to road safety practitioners	9 modules delivered to road safety practitioners	9 modules delivered to road safety practitioners	9 modules delivered to road safety practitioners	9 modules delivered to road safety practitioners	9 modules delivered to road safety practitioners
Reduce road fatalities through the combatting of fraud and corruption	Combating fraud and corruption, ensuring safer roads across South Africa	% of reported fraud and corruption complaints investigated	100%	100%	100%	100%	100%	100%	100%
		Number of self-initiated fraud and corruption cases investigated	1 400	190	220	250	280	310	340
Digitalization of road traffic services to optimize services & monetize	Improved data analytics capability	Number of research reports produced	13	1	1	2	3	3	4
	Centralised data management systems	Number of sites digitised with road traffic management systems (RTS)	300	-	50	80	100	80	-
		Number of sites digitised with road traffic management systems (CLLT)	20	-	20	-	-	-	-
		Number of	385	New indicator	Driving	120	120	120	65

Outcomes	Outputs	Output indicators	Annual targets						
			5-Year	Estimated performance		MTEF			
			2025-2030	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		sites digitised with road traffic management systems (DDLT)			Licence test Sheet Module developed				
		Number of new digital offerings	2	New Indicator	1	1	-	-	-
Build a financially sustainable entity	Financial optimisation	% training revenue generated	5%	New Indicator	4%	4%	5%	5%	5%
		Number of clients on boarded for online motor vehicle registration and change of ownership	20	New Indicator	4	4	4	4	4
		% online motor vehicle license renewals	20%	New Indicator	25%	33%	25%	20%	20%
	Revenue diversification	% sponsorships acquired	10%	New Indicator	10%	10%	10%	10%	10%
		% monetisation of data	15%	New Indicator	Sale of accident reports module developed	5%	8%	12%	15%

Outcomes	Outputs	Output indicators	Annual targets						
			5-Year	Estimated performance		MTEF			
			2025-2030	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	Streamlined operating model	Number of organisational development programmes implemented	10	4	2	2	2	2	2

Table 9: Indicators Annual over a strategic period

4.2 Indicators, annual and quarterly targets

No.	Output indicators	Annual target	Q1	Q2	Q3	Q4
1.	Number of road safety programmes implemented	1	Concept document developed	Report on the Implementation of the plan.	Report on the implementation of the plan.	1
2.	Number of monitoring reports on the implementation of the NRSS 2016-2030 produced	1 monitoring report on the implementation of the NRSS 2016-2030 approved by the Board	-	-	-	1 monitoring report on the implementation of the NRSS 2016-2030 approved by the Board
3.	Number of traffic law enforcement interventions implemented	16 519	3 800	3 800	5 000	3 919
4.	Number of modules delivered to traffic trainees on NQF 6 traffic Officer qualification.	12 modules delivered to traffic trainees on NQF 6 traffic Officer qualification.	-	-	-	12 modules delivered to traffic trainees on NQF 6 traffic Officer qualification.
5.	Number of modules delivered to officials in the road safety sector	4 modules delivered to road traffic officials	-	2 modules delivered to road traffic officials	1 module delivered to road traffic officials	1 module delivered to road traffic officials
6.	Number of modules delivered to road safety practitioners	9 modules delivered to road safety practitioners	-	-	-	9 modules delivered to road safety practitioners
7.	% of reported fraud and corruption	100%	100%	100%	100%	100%

No.	Output indicators	Annual target	Q1	Q2	Q3	Q4
	complaints investigated					
8.	Number of self-initiated fraud and corruption cases investigated	220	55	55	55	55
9.	Number of research reports produced	1 research report published	-	-	-	1 research report published
10.	Number of sites digitised with road traffic systems (RTS)	50	-	-	-	50
11.	Number of sites digitised with Computer Licence Learner Testing (CLLT)	20	-	-	-	20
12.	Number of Driving Licence test Sheet digitised (DDLT)	Driving Licence test Sheet Module developed	-	-	-	Driving Licence test Sheet Module developed
13.	Number of new digital offerings	1 Digital Application developed	-	-	-	1 Digital Application developed
14.	% training revenue generated	4%	-	-	-	4%
15.	Number of clients on boarded for online motor vehicle registration and change of ownership	4	-	2	-	2
16.	% of sponsorships acquired	10%				10%
17.	% monetisation of data	Sale of accident module developed	Proof of concept approved	Module developed	Pilot of the module	Sale of accident reports module developed
18.	% online motor vehicle licence renewal growth	25%	-	-	-	25%
19.	Number of organisational development programmes implemented	2		1		1

Table 10: Indicators, annual and quarterly targets

5 PROGRAMME RESOURCE ALLOCATION

MTEF Budget per Programme

Programmes	2025/26 MTEF Budget R	2026/27 MTEF Budget R	2027/28 MTEF Budget R	2028/29 MTEF Budget R	2029/30 MTEF Budget R
Road Safety, Marketing & Stakeholder	29 844 368	31 198 373	32 608 539	34 238 966	35 950 914
Training of Traffic Personnel	185 022 096	191 812 086	168 854 792	177 297 532	186 162 408
Law Enforcement	448 811 043	462 339 547	491 237 295	515 799 160	541 589 118
Traffic Intelligence & Security	22 680 867	23 702 684	24 774 045	26 012 747	27 313 385
Strategic Services	253 235 406	264 729 191	276 694 950	290 529 698	305 056 182
Support Services	588 451 389	596 058 831	630 466 760	732 218 939	768 829 886
Capital Expenditure	236 904 634	376 302 074	475 158 800	498 916 740	523 862 577
Total Budget	**1 764 949 801**	**1 946 142 786**	**2 099 795 181**	**2 275 013 781**	**2 388 764 471**

Table 11: MTEF Budget per Programme

The due date for MTEF submissions is June and as a result the budget programmes can only be revised in June 2025 for implementation in the 2026/27 financial year. This will be submitted and the new programmes, if approved by National Treasury, will be applied from 2026/27 onwards. This will result in the above changing to the below structure as per the change from 6 to 4 programmes:

Programmes	2025/26 MTEF Budget R	2026/27 MTEF Budget R	2027/28 MTEF Budget R	2028/29 MTEF Budget R	2029/30 MTEF Budget R
Support Services	588 451 389	596 058 831	630 466 760	732 218 939	768 829 886
Operations	675 503 142	697 706 717	705 615 860	740 896 653	777 941 485
Road Traffic Coordination & Planning	19 566 113	20 449 997	21 374 337	22 443 053	23 565 206
Technology, Innovation & Data Advancement	244 524 524	255 625 167	267 179 425	280 538 396	294 565 316
Capital Expenditure	236 904 634	376 302 074	475 158 800	498 916 740	523 862 577
Total Budget	**1 764 949 801**	**1 946 142 786**	**2 099 795 181**	**2 275 013 782**	**2 388 764 471**

Table 12: Revised MTEF Budget per Programme

MTEF Budget per Economic Classification

Economic Classification	2025/26 MTEF Budget R	2026/27 MTEF Budget R	2027/28 MTEF Budget R	2028/29 MTEF Budget R	2029/30 MTEF Budget R
Compensation of Employees	850 123 504	881 684 360	921 536 492	967 613 317	1 015 993 982
Compensation of Employees: Traffic Trainees	36 000 000	36 000 000	6 000 000	60 000 000	63 000 000

Economic Classification	2025/26 MTEF Budget R	2026/27 MTEF Budget R	2027/28 MTEF Budget R	2028/29 MTEF Budget R	2029/30 MTEF Budget R
Operating Expenditure	641 921 664	652 156 352	697 099 889	748 483 725	785 907 911
Capital Expenditure	236 904 634	376 302 074	475 158 800	498 916 740	523 862 577
Total Budget	**1 764 949 801**	**1 946 142 786**	**2 099 795 181**	**2 275 013 782**	**2 388 764 471**

Table 13: MTEF Budget per Economic Classification

6 KEY RISKS AND TREATMENTS

Outcome	**Risk**	**Treatments**
Reduce fatalities and serious injuries	• Inability to execute RTMC-linked KPIs of the National Road Safety Strategy (NRSS) • Insufficient resources for the execution of law enforcement duties • Limited ability and capacity to curb fraud and corruption externally (Road Traffic fraternity) and internally	• Formulation of strategic partnerships with stakeholders within Road Safety - for collaboration and funding • Alignment and coordination between key stakeholders DoT, Provinces, Local Gov geared toward Road Safety and Law Enforcement • Roll-out of biometric login and multi-factor authentication (MFA) to the Natis in a bid to combat fraud & corruption • Ongoing embedding of RTMC values through training, induction of new employees and employees understanding the Corporation values
Digitalization of road traffic services to optimize services & monetize	Increased risk of cyber attacks	• Implementation of the Cyber Security Framework [Center for Internet Security (CIS) controls] • Implementation of the approved Cyber Security Strategy • Sourcing on internal tools to assist in vulnerability and network assessments • Development of the Digital Strategy

| *Build a Financially Sustainable entity* | • Increased risk of liquidity
 • Reliance on continuously decreasing Shareholder's funding
 • Misalignment of the organisational structure / Structure not supporting strategy | • 4 Clients onboarded for online motor vehicle registration and change of ownership
 • 25%- online motor vehicle license renewal growth
 • The RTMC will embark on an independently led scientific exercise to review the current sources of funding to determine their adequacy to sufficiently fund the achievement of our mandate.
 • Re-alignment of the Organisational structure
 • Culture initiatives (values and Leadership) |

Table 14: Key Risks and Treatments

PART D: TECHNICAL INDICATOR DESCRIPTIONS

1. Indicator title	**Number of road safety programmes implemented**
Definition	Road safety programmes are based on concept documents, they are targeted at road user groups e.g. drivers, pedestrians, community, cyclists, youth, women and young road users which may include subgroups of the user category. Programmes can be implemented with stakeholders including but not limited to: • Private/business sector (including donors, funders, and research institutions) • Government departments • Institutions of higher learning • Non-Profit Organisations (NGOs) and Community Based Organisations (CBOs)
Source of data	Programme concept document, programme close-out report, programme communication footprint including social media, stakeholder communication.
Method of calculation or assessment	Simple count
Means of verification	• Concept documents • Portfolio of evidence
Assumptions	Financial resources and human capital availability.
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Effective programme implementation.
Indicator responsibility	Programme Manager
2. Indicator title	**Monitoring reports on the implementation of the National Road Safety Strategy 2016-2030**
Short definition	To monitor the progress made in the implementation of the National Road Safety Strategy implementation plan.
Purpose/Importance	To keep track of the deliverables outlined in the implementation plan to ensure that there is effective monitoring of the implementation of the NRSS

Source/collection of data	• Reports from:
	    ○ Road transport Entities.
	    ○ Departments
	    ○ Provincial and local government.

Method of calculation or assessment	Simple Count.
Means of verification	Approved progress report on the implementation of the NRSS
Data limitations	Under-reporting.

Type of indicator	Activities.
Calculation type	Non-Cumulative.
Reporting cycle	Annually
New indicator	No.
Desired performance	To ensure the NRSS targets are implemented within the prescribed timeframes.
Indicator responsibility	Programme Manager.
3. Indicator title	**Number of traffic law enforcement interventions implemented**
Definition	Conduct targeted intelligence-led road traffic law enforcement interventions that are programme-based and not activity-based with a particular focus on Impaired driving including drunken driving, dangerous driving including speed and inconsiderate driving, occupant safety, public transport including scholar transport, freight transportation, vehicle and driver fitness and vulnerable road users. Interventions will be carried out throughout the year with shifts during the day and night at identified high-risk areas and will be adaptable to different environmental factors such as rain.
Source of data	• Operational plans • Reports from the operations • Attendance registers
Method of calculation or assessment	Simple count
Means of verification	• Operational plans • Reports from the operations • Attendance registers
Assumptions	Sufficient availability of resources.
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	To ensure the intervention are implemented.
Indicator responsibility	Programme Manager
4. Indicator title	**Number of modules delivered to officials in the road safety sector**
Definition	The programme aims to upskill road officials on Examiner of Driving Licences, Examiner of Vehicles, Advanced Loads Management and Crash Investigation.
Source of data	Monitoring, evaluation and moderation reports on learner POEs containing findings, recommendations and

	monitoring checklists and attendance register.
Method of calculation or assessment	Simple Count
Means of verification	Attendance registers, POEs
Assumptions	Availability and accurate completion of the learner's portfolio of evidence (POE's)
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Upskilling modules delivered to officials to improve their knowledge
Indicator responsibility	Programme Manager
5. Indicator title	**Number of modules delivered to traffic trainees on NQF 6 traffic Officer qualification**
Definition	Training of Traffic Trainees on NQF Level 6 qualification to develop their skills in the areas of road traffic management on specific modules per year.
Source of data	Workbooks, final formative assessments, evaluation, moderation reports on learner POEs containing findings, recommendations, monitoring checklist and attendance register.
Method of calculation or assessment	Simple Count
Means of verification	Attendance registers, POEs
Assumptions	Availability and accurate completion of the traffic trainee's portfolio of evidence (POE's)
Disaggregation of beneficiaries (where applicable)	Targeted successful recruitment 100% youth 35% female
Spatial transformation (where applicable)	-
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Traffic trainee successfully completed the programme and development of a 21st century traffic officer
Indicator responsibility	Programme Manager
6. Indicator title	**Number of modules delivered to road safety practitioners**
Definition	Road safety practitioners trained on the identified modules to develop and capacitate them on the road safety officer qualification (NQF 6)
Source of data	Workbooks, final formative assessments, evaluation, moderation reports on learner POEs containing findings, recommendations, monitoring checklist and attendance register.
Method of calculation or assessment	Simple Count
Means of verification	Attendance registers, POEs

Assumptions	• Non-participation of some provinces due to financial challenges • Availability and accurate completion of the learner portfolio of evidence (POEs) • System challenges that may arise from time to time • The reliability of the leaner POEs • Delay in completion of some modules as indicated in the annual deliverables
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Road safety practitioner modules delivered to improve the knowledge
Indicator responsibility	Programme Manager
7. Indicator title	**Percentage of reported fraud and corruption complaints investigated**
Definition	All corruption and fraud cases that are reported are recorded, analysed, and tracked and escalated to other agencies.
Source of data	• Investigations reports • Case database • Email complaints • Case file
Method of calculation or assessment	Number of cases reported/number of cases investigated * 100
Means of verification	• Investigations reports • Case database • Source of complaints
Assumptions	Complainant's willingness to testify and/or to provide adequate information
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	All the complaints of fraud and corruption reported investigated
Indicator responsibility	Programme Manager
8. Indicator title	**Number of self-initiated fraud and corruption cases investigated**
Definition	All self-initiated corruption and fraud cases are recorded, analysed, and tracked and escalated to other agencies
Source of data	• Investigations reports • Case database • Cases initiated report (NaTIS/observations/intelligence gathering)

	• Case file
Method of calculation or assessment	Simple Count
Means of verification	• Case database • Investigations reports
Assumptions	Complainant's willingness to testify and/or to provide adequate information
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Self-initiated cases that have been investigated
Indicator responsibility	Programme Manager
9. Indicator title	**Number of research reports produced**
Definition	Produce research studies for publication. Signed-off research reports in promotion of road safety in South Africa, published on the RTMC website.
Source of data	• Research reports • Proof of publication on the RTMC website
Method of calculation or assessment	Simple count
Means of verification	• Signed research report • Proof of publication on the RTMC website
Assumptions	Availability of credible data to support research needs
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	To publish research which will highlight critical road safety areas that require intervention, on the RTMC website
Indicator responsibility	Programme Manager
10. Indicator title	**Number of sites digitised with road traffic management systems (RTS)**
Definition	Implement real-time and digitised recording of the roadworthiness test results
Source of data	NaTIS
Method of calculation or assessment	Simple count
Means of verification	NaTIS
Assumptions	Sufficient availability of resources
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation	-

(where applicable)	
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Increase in the number of sites where digitised RTS forms are used for recording roadworthiness test results
Indicator responsibility	Programme Manager
11. **Indicator title**	**Number of sites digitised for Computer Licence Learner Testing (CLLT)**
Definition	Implement real-time and digitised recording of the learner's licence test and recording of results
Source of data	NaTIS
Method of calculation or assessment	Simple count
Means of verification	
Assumptions	Sufficient availability of resources
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Increase in the number of sites where computerised learner's licence tests are performed and results are recorded
Indicator responsibility	Programme Manager
12. **Indicator title**	**Number of Driving Licence test Sheet digitised**
Definition	Implement real-time and digitised recording of the driving licence test and recording of results
Source of data	Business case and project documents • User acceptance report • NaTIS • Close-out report
Method of calculation or assessment	Simple count
Means of verification	NaTIS
Assumptions	Sufficient availability of resources
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Increase in the number of sites where computerised driving licence tests are performed and results are recorded
Indicator responsibility	Programme Manager
13. **Indicator title**	**Number of new digital offerings**
Definition	Implementation of digital solutions to ensure that the improve services.

Source of data	NaTIS
Method of calculation or assessment	Simple count
Means of verification	NaTIS
Assumptions	Resource availability
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Ensure that the digital offering is finalised within the stipulated timeframes
Indicator responsibility	Programme Manager
14. Indicator title	**% training revenue growth**
Definition	The percentage increase in the rand value of the prior year's actual training revenue
Source of data	Training revenue
Method of calculation or assessment	(Actual training revenue CY-Actual training revenue PY)/ Actual training revenue PY
Means of verification	Financial statements
Assumptions	None
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Increase revenue from training
Indicator responsibility	Programme Manager
15. Indicator title	**Number of clients on boarded for online motor vehicle registration and change of ownership**
Definition	Number of clients onboarded to utilise the online change of ownership and registration of vehicles on a system-to-system integration method
Source of data	NaTIS
Method of calculation or assessment	Simple count
Means of verification	New clients onboarded
Assumptions	None
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Cumulative
Reporting cycle	Semesterly

	To increase the number of clients utilising the online change of ownership and registration of vehicles directly on NaTIS
Desired performance	
Indicator responsibility	Programme Manager

16.	**Indicator title**	**% of sponsorships acquired**
Definition		To increase the value of the sponsorships received during the year
Source of data		General Ledger and Sponsorship Declarations
Method of calculation or assessment		(Actual sponsorship revenue CY-Actual sponsorship revenue PY)/ Actual sponsorship revenue PY
Means of verification		Sponsorship declarations
Assumptions		That all sponsorships are duly declared
Disaggregation of beneficiaries (where applicable)		-
Spatial transformation (where applicable)		-
Calculation type		Non-Cumulative
Reporting cycle		Annually
Desired performance		Increase in sponsorships
Indicator responsibility		Programme Manager

17.	**Indicator title**	**% monetisation of crash data**
Definition		Online sale of accident report forms using RTMC platform
Source of data		NaTIS
Method of calculation or assessment		Introduction of service as approved by the Minister of Finance and Transport respectively
Means of verification		NaTIS report
Assumptions		None
Disaggregation of beneficiaries (where applicable)		-
Spatial transformation (where applicable)		-
Calculation type		Non-Cumulative
Reporting cycle		Annually
Desired performance		To introduce the online accident report sales as gazetted
Indicator responsibility		Programme Manager

18.	**Indicator title**	**% online motor vehicle licence renewal growth**
Definition		Revenue from online renewals of motor vehicle licences (Collection Agency Fee)
Source of data		NaTIS
Method of calculation or assessment		(Actual OMVL revenue CY-Actual OMVL revenue PY)/ Actual online revenue PY
Means of verification		NaTIS Reports and Bank Statements
Assumptions		None
Disaggregation of beneficiaries (where applicable)		-
Spatial transformation		-

(where applicable)	
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	To increase the revenue derived from the OMVL function on the RTMC platform
Indicator responsibility	Programme Manager
19. Indicator title	**Number of organisational development interventions implemented**
Definition	Number of organisational development initiatives implemented
Source of data	Implementation Plan Reports Attendance Register (where applicable)
Method of calculation or assessment	Simple count
Means of verification	Reports
Assumptions	Budget available and employee availability
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Non-Cumulative
Reporting cycle	Bi-Annual
Desired performance	2
Indicator responsibility	Programme Manager

Table 15: Technical Indicator Descriptions

THANK YOU