



Road Traffic
Management Corporation

ANNUAL PERFORMANCE PLAN 2026/27

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LIST OF ACRONYMS & TERMS

Acronym	Description
AARTO	Administrative Adjudication of Road Traffic Offences
ACEO	Acting Chief Executive Officer
APP	Annual Performance Plan
CAGR	Compound Annual Growth Rate
CEO	Chief Executive Officer
CIS	Center for Internet Security
CBOs	Community Based Organisations
DoT	Department of Transport
DPME	Department of Planning, Monitoring and Evaluation
GDP	Gross Domestic Product
MFA	Multi-Factor Authentication
MTDP	Medium Term Development Plan
NDP	National Development Plan
NGO	Non-Profit Organisation
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
NTCMS	National Traffic Contravention Management System
OMVL	Online Motor Vehicle Licensing
PPPs	Public-Private Partnerships
RTIA	Road Traffic Infringement Agency
RAF	Road Accident Fund
RTMC	Road Traffic Management Corporation
RTMCA	Road Traffic Management Act

SANRAL	South African National Roads Agency Limited
SDGs	Sustainable Development Goals
SP	Strategic Plan
TLE	Traffic Law Enforcement
UNRSC	United Nations Road Safety Collaboration
UNGA	United Nation General Assembly
WHO	World Health Organization

Table 1: List of acronyms and terms

FOREWORD FROM THE CHAIRPERSON OF THE SHAREHOLDER COMMITTEE

The 2026/27 financial year marks the midway point of the 2024–2029 Medium Term Development Plan (MTDP). During this period, we will be able to gauge the Department of Transport and its entities' progress in achieving the three apex priorities of the Seventh Administration, namely: inclusive economic growth and job creation, maintaining and optimising the social wage, and building a capable, ethical, and developmental state.

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

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

The RTMC 2026/27 Annual Performance Plan details how the entity will continue to play a central role in coordinating traffic management across all spheres of government.

In the 2026/27 financial year, the Corporation will strengthen its leadership in law enforcement coordination, improve the integration of road safety information systems, and enhance compliance through the effective implementation of key legislative frameworks. Particular emphasis will be placed on high-impact operations, data-driven enforcement strategies, and the use of technology to improve efficiency and accountability.

The Corporation will continue to enhance its support to provincial and municipal traffic authorities, and deepen partnerships with law enforcement agencies, the private sector, civil society, and other stakeholders to leverage expertise, share best practices, and maximise impact.

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

I hereby present the RTMC Annual Performance Plan for the 2026/27 financial year.



MS B.D. CREECY, MP

MINISTER OF TRANSPORT: CHAIRPERSON OF THE SHAREHOLDERS COMMITTEE

FOREWORD FROM THE ACTING CHIEF EXECUTIVE OFFICER

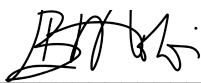
As Chief Executive Officer of the Road Traffic Management Corporation (RTMC), I present the 2026/27 Annual Performance Plan (APP), which outlines the organisation's strategic priorities, performance commitments and planned interventions for the 2026/27 financial year. This plan translates policy direction and strategic intent into measurable actions that will guide the RTMC in executing its mandate effectively and responsibly.

Road safety remains a pressing national challenge with profound human, social and economic consequences. The RTMC has a central role in coordinating and strengthening traffic law enforcement across all spheres of government to reduce road crashes, fatalities and injuries. In response, the 2026/27 APP focuses on targeted, evidence-based interventions, enhanced operational coordination, and the effective use of data, technology and intelligence to improve compliance with road traffic legislation.

This APP reflects the RTMC's continued commitment to improving the professionalism, capacity and integrity of traffic law enforcement authorities, while supporting the implementation of the National Road Safety Strategy and broader government priorities. Equally important is the strengthening of internal systems, governance and controls to ensure that the organisation remains financially sustainable.

During the 2026/27 financial year, management will prioritise high-impact programmes that address high-risk driver behaviour, high-risk routes and peak travel periods, while deepening collaboration with provinces, municipalities, law enforcement agencies and other stakeholders. Through cooperative governance and partnerships, the RTMC will continue to promote a shared and coordinated approach to road safety.

I am confident that the 2026/27 Annual Performance Plan provides a clear operational framework to guide the RTMC's work and measure our performance. Through focused execution, ethical leadership and continuous improvement, the organisation will advance its contribution towards safer roads, improved compliance and a more efficient road traffic management system for all road users.








MR. M. MOLOI

ACTING CHIEF EXECUTIVE OFFICER (RTMC)

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan (APP):

1. Was developed by the management of the RTMC under the guidance of the Board, and all other governance structures
2. Considers all the relevant policies, legislation and other mandates for which the RTMC is responsible
3. Accurately reflects the outcomes and outputs which the RTMC will endeavour during 2026/27 financial year.

Designation	Signature	Date
Acting General Manager: Strategy Management Ms. M Juma		09/03/2026
Acting CFO Mr. L Mbanjwa		10/03/2026
Acting CEO Mr. M. Moloi		10/03/2026
Chairperson of the Board Ms. N. Mufamadi		11/03/2026
Chairperson Shareholder Committee Hon. B. Creecy		27 March 2026

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

Constitution of the Republic of South Africa, 1996

Parliament approved the RTMCA in 1999 in accordance with section 44(2) of the Constitution. Under 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 various levels of government. The RTMCA provides, in the public interest, cooperative and coordinated strategic planning, regulation, facilitation and law enforcement related to road traffic matters across the national, provincial and local spheres of government.

Section	Implication
Schedule 4	<p>Sets out the areas of provincial legislative competence. Schedule 4 Part A lists the functional areas of concurrent national and provincial competence as follows:</p> <ul style="list-style-type: none"> • Public Transport • Road Traffic Regulation • Vehicle Licensing
Schedule 5	<p>Provides for traffic as a schedule 5 functional area; however, the Constitution also provides for the national legislative authority over schedule 5 matters under section 44 (2) and the provision of section 76 (1) legislation. All the legislative mandates of the RTMC are enacted in terms of section 76 (5) of the Constitution.</p>

Table 2: RTMC's constitutional mandate

2. LEGISLATIVE AND POLICY MANDATES

National Road Traffic Act (NRTA)

The NRTA provides for road traffic matters that apply uniformly throughout the republic and for matters connected therewith. It prescribes national principles, requirements, guidelines, frameworks and national norms and standards that must be applied uniformly in the provinces and other matters contemplated in section 146 (2) of the Constitution; and to consolidate land transport functions and locate them in the appropriate sphere of government. The NRTA provides for specific powers to execute the functions of the RTMC. Chapter VII of the NRTA addresses the management of Road Safety. The powers of the Chief Executive Officer that

are prescribed in Section 52 of the NRTA are as follows:

- The Chief Executive Officer may:
 - Prepare a comprehensive research programme to effect road safety in the Republic, carry it out systematically and assign research projects to persons who, in his or her opinion, are best equipped to carry them out;
 - Give guidance regarding road safety in the Republic by means of the organising of national congresses, symposiums, summer schools and study weeks, by means of mass communication media and in any other manner deemed fit by the Chief Executive Officer.
- To perform his or her functions properly the Chief Executive Officer may:
 - Finance research in connection with road safety in the Republic;
 - Publish a periodical to promote road safety in the Republic, and pay fees for matters inserted therein;
 - Give guidance to associations or bodies working towards the promotion of road safety in the Republic;
 - Organise national congresses, symposiums, summer schools and study weeks and, if necessary, pay the costs thereof, and remunerate persons performing thereat;
 - With a view to promoting road safety in the national sphere, publish advertisements in the mass-communication media.

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 3: RTMCA Objectives

3. INSTITUTIONAL POLICIES AND STRATEGIES

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



Figure 1: Road safety policies/ instruments

Global policy instruments

Sustainable Development Goals

The RTMC's road safety responses are underpinned by two important global policy instruments: the Sustainable Development Goals (SDGs) and the Global Plan for the Decade of Action for Road Safety. The SDGs were created in 2015 in Paris, France, as a response to the development challenges facing the global community. There was global acceptance 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 SDGs include two (2) road safety targets in the 17 goals, viz:

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

Decade of Action for Road Safety

On 11 May 2011, the Decade of Action for Road Safety 2011-2020 was launched in more than 100 countries, with one goal: to prevent five million road traffic deaths globally by 2020. In August 2020, the United Nation General Assembly (UNGA) issued a new resolution which proclaimed the period 2021–2030 as the Second Decade of Action for Road Safety, with a goal of reducing road traffic deaths and injuries by at least 50 per cent from 2021 to 2030, and in this regard calls upon Member States to continue action through 2030 on all the road safety-related targets of the Sustainable Development Goals.



Figure 3: Second Decade of Action for Road Safety

Global Plan

The United Nations Road Safety Collaboration developed the 2021-2030 Global Plan for road safety. The Plan provides guidelines on the approach that can be deployed to reduce road fatalities. The Global Plan describes what is needed to achieve the set targets and calls on governments 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 the activities to 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 4: 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 with the global plan's imperatives. The RTMC strategy is thus aligned to the pillars of road safety, particularly Pillar 1.

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 the implementation of past and existing continental initiatives for growth and sustainable development. Agenda 2063 has the following aspirations:

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

These aspirations have priority areas aligned to the SDGs.

Local policy instruments

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

National Development Plan (NDP)

The purpose of the NDP was to draft a new story for South Africa by outlining the vision for 2030. The priorities below are intricately linked to the mandate of the RTMC:

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 at enhancing the overall quality of road traffic service provision, and to ensure safety, security, order, discipline, and mobility on roads.

Priority 10 (Building safer communities)

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

Priority 12 (fighting corruption)

The NDP recognises corrupt practices as a phenomenon where clear and decisive action must be taken, and where the rule of law and compliance must be upheld. High levels of corruption, especially within the traffic fraternity, 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.

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:



Figure 5: MTDP priorities

Of the three priorities identified by the MTDP, the RTMC core mandate is closely aligned with Priority 2 and Priority 3. The RTMC gives effect to these by implementing responsive initiatives such as traffic law enforcement interventions, onboarding of traffic personnel, road safety

research, road safety educational awareness campaigns and customer-centric services through the introduction of technologies within road traffic services. The alignment of the two (2) priorities of the RTMC can best be described as follows:

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 the implementation of the following:

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

Priority 3: A capable, ethical and developmental state

- A capable state has the required human capabilities, institutional capacity, service processes and technological platforms to deliver on the NDP through a social contract with the people
- An ethical state is driven by the constitutional values and principles of public administration and the rule of law, focused on the progressive realisation of socio-economic rights and social justice as outlined in the Bill of Rights
- A developmental state meets people's needs through interventionist, developmental, participatory public administration. It builds an autonomous developmental state driven by public interest and not individual or sectional interests. It is embedded in South African society, leading an active citizenry through partnerships with all sectors of society.

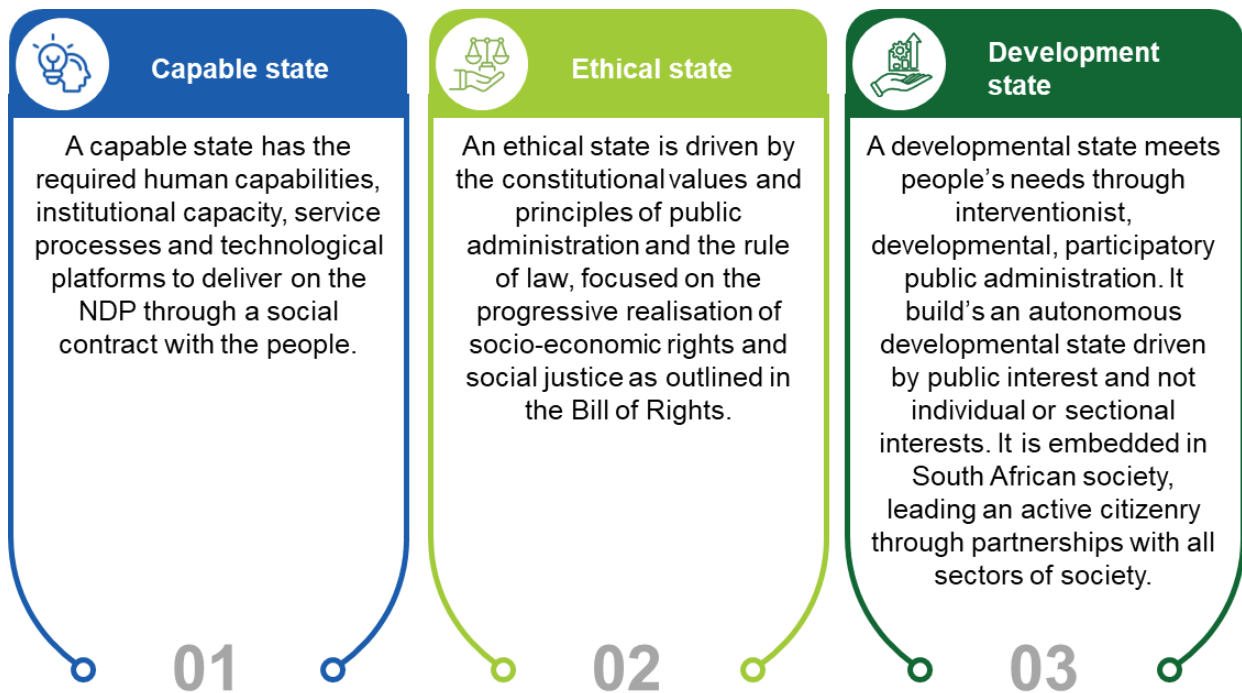


Figure 6: MTDP Capable state dimensions

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.

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:

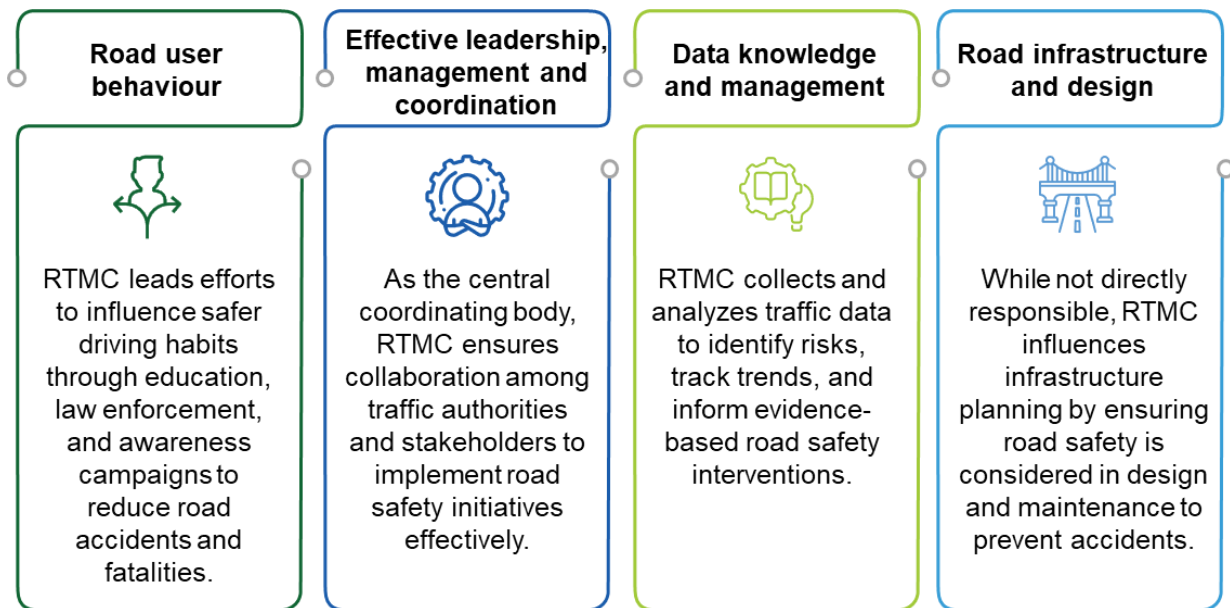


Figure 7: NRSS critical intervention areas

The responsibility of implementation of the NRSS is shared across several key road safety entities with RTMC playing a coordinating and monitoring role. This is done through established governance structures such as the National Road Safety Steering Committee, Committee of Traffic Officials. The NRSS 2026-2030 is currently under review by the DoT, and it is anticipated that the process will be concluded by the end of the financial year.

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

The Organisation Undoing Tax Abuse vs Minister of Transport & Others Minister of (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.

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 to mean 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. 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 coordination 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.

2. EXTERNAL AND INTERNAL ENVIRONMENTAL ANALYSIS

Global Context

The Global Status Report on Road Safety

The Global Status Report on Road Safety 2023 by the World Health Organisation (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 global road safety. 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 urbanisation and the growing number of vehicles worldwide place additional pressure on road safety systems, especially in countries with inadequate infrastructure.

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



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

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

Benchmarking Against Developed Countries

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

The Safe System Approach is a road safety philosophy that focuses on creating a transport system designed to protect all road users, acknowledging that human error is inevitable. It

shifts responsibility from road users to system designers, aiming to prevent crashes from resulting in serious injuries or fatalities. This approach underpins many modern road safety strategies and has been adopted globally, particularly in countries like Sweden with the Vision Zero initiative.

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

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

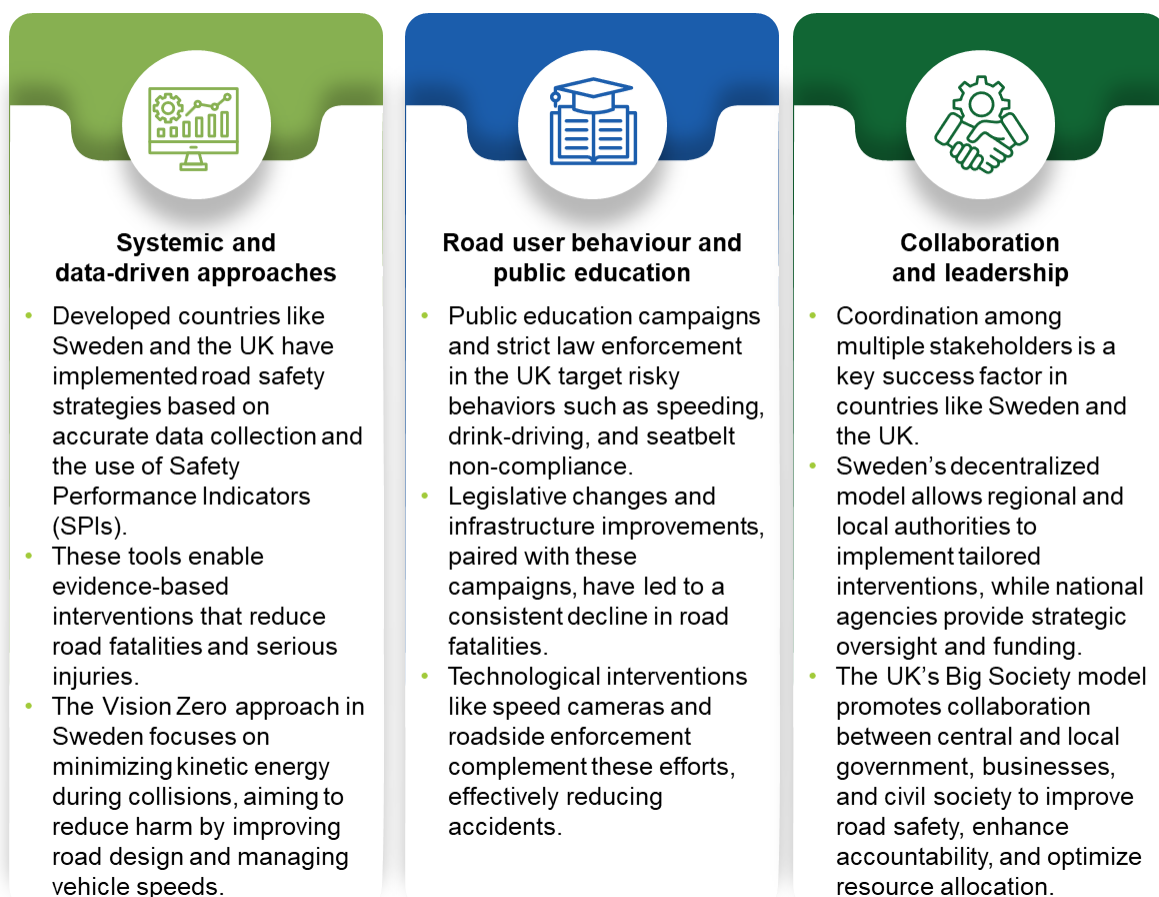


Figure 9: Developed countries lessons

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.

South African Context

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 emphasises 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 professionalise staff, ensuring ethical traffic law enforcement, and improving accountability in the 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 emphasises 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 emphasises 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 synchronisation, 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 emphasises the need for cross-sector collaboration. RTMC can build stronger partnerships with local government, law enforcement, NGOs, and the private sector to jointly implement road safety initiatives and traffic management improvements. RTMC could explore Public-Private Partnerships (PPPs) to improve road infrastructure, introduce new traffic technologies, and fund large-scale road safety programs, contributing to broader economic and social goals highlighted in the review.

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:

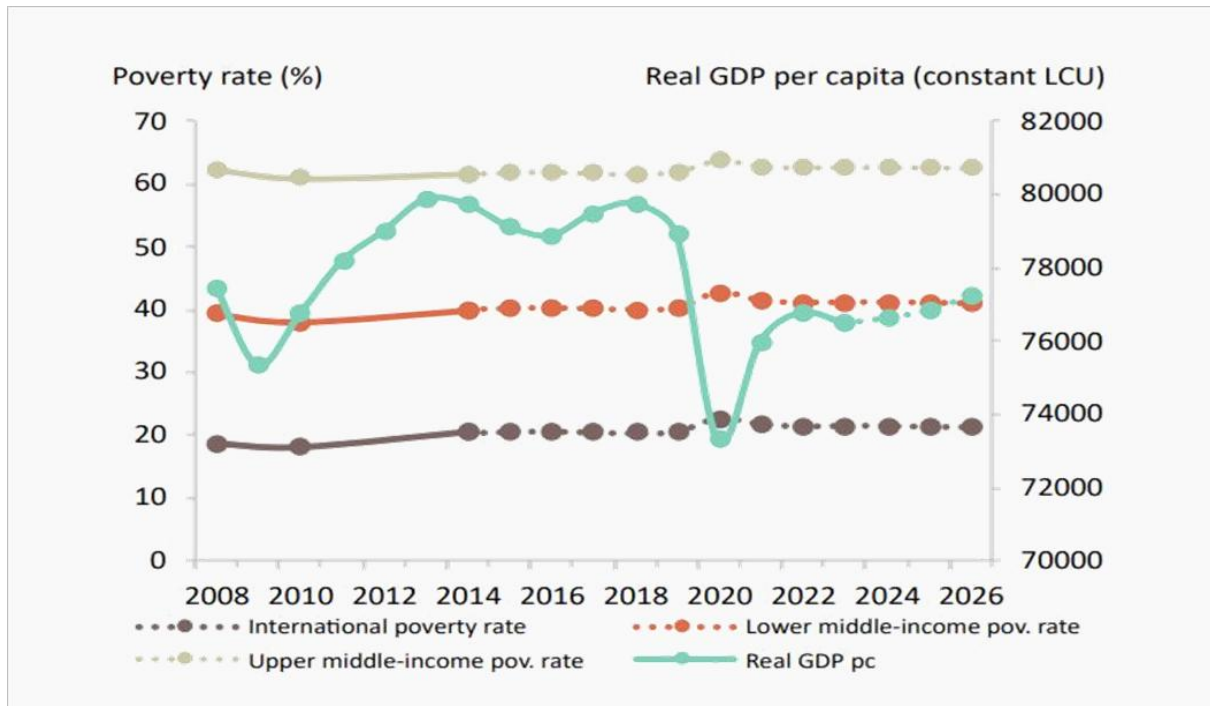


Figure 10: South Africa/Actual and projected poverty rates and real GDP per capita

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

Transportation Trends

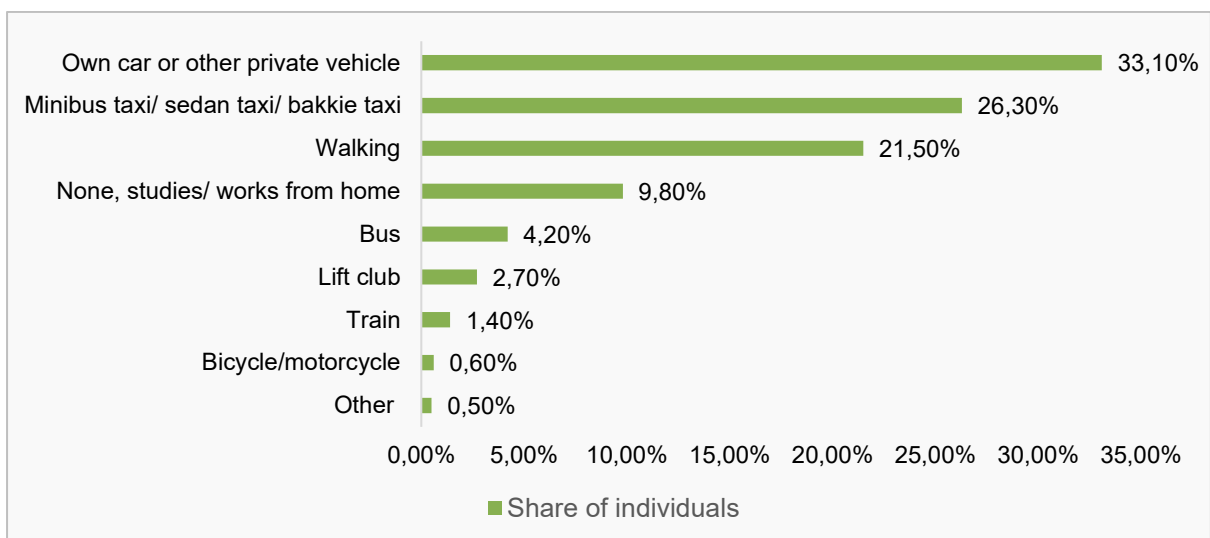


Figure 11: Distribution of modes of transport used to get to work in South Africa in 2019

(source: STATISTA - Distribution of modes of transport used to get to work in South Africa in 2019²)

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.

Unemployment rate

The unemployment rate averaged 31.9% in 2024, realising a decrease of 0.2% from 32.10% 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 graph below shows the unemployment rate for the past 5 years:

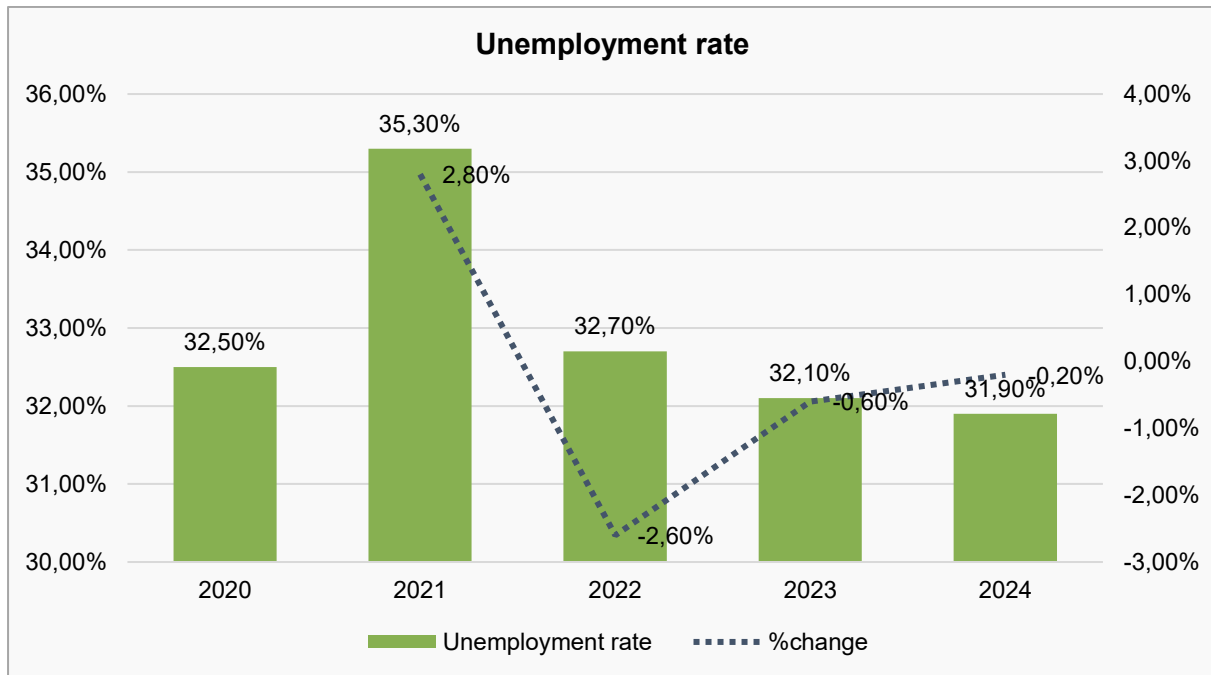


Figure 12: Unemployment rate for past 5 years

(source: Statista South Africa: Unemployment rate from 2020 to 2024)

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:

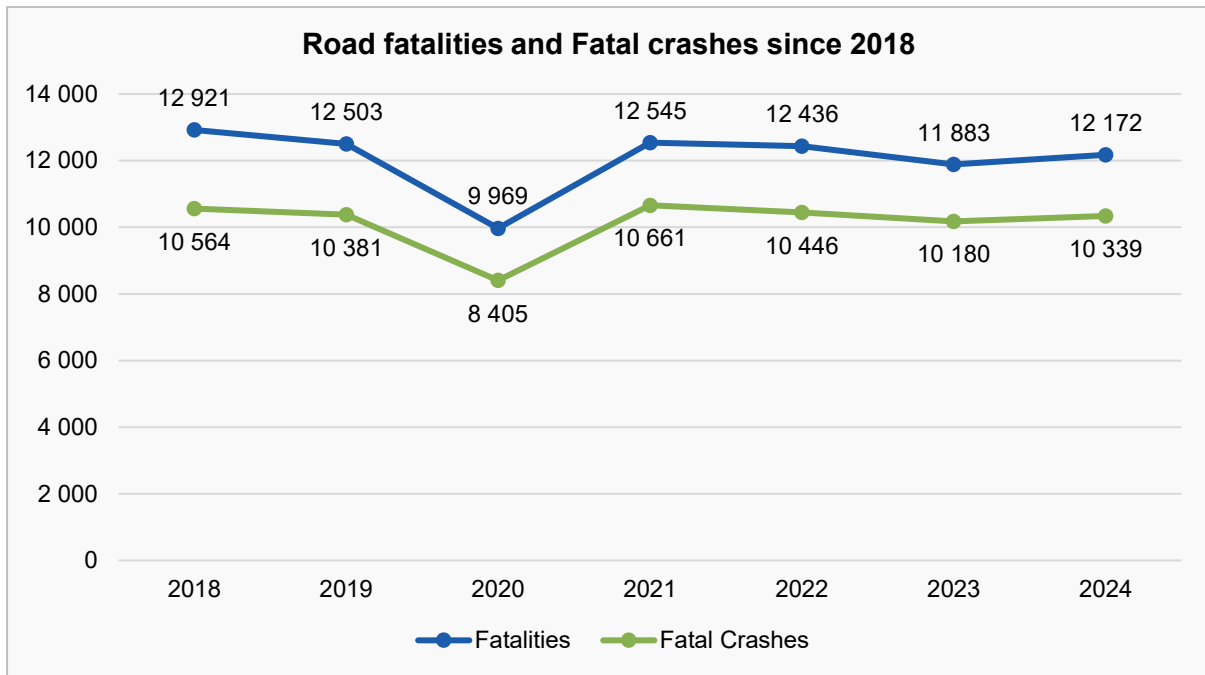


Figure 13: Road Fatalities and Fatal crashes since 2018

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.

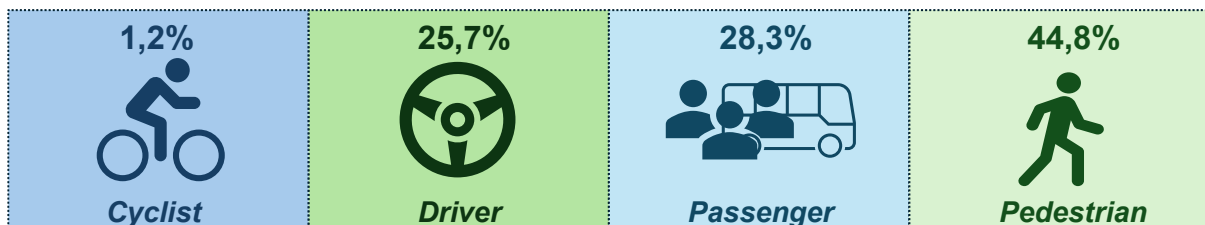


Figure 14: Fatalities per road user group

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.

Pestel and Swot analysis

PESTEL Analysis

Political factors

- **Government Oversight & Policies:** The RTMC is influenced by the Department of Transport from a policy perspective and legislation such as the National Road Traffic Act and Road Traffic Management Corporation Act. We must align with National priorities, including the NDP and MTDP 2024-2029.

Economic factors

- **Revenue Generation:** RTMC relies on NaTIS fees, fines, and government grants, however being financially sustainable 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 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 road fatalities 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., drones, body cams, 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 the Constitution, RTMCA, PFMA and road traffic legislations. 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.

RTMC's SWOT Analysis

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

Strengths

- Strong legislative mandate and national footprint in road traffic management.
- Experienced personnel in law enforcement and specialised units
- Access to road traffic data and advanced IT systems.
- Established partnerships with law enforcement, government, and stakeholders.
- Growing financial management capacity and risk management frameworks.
- Communication and marketing platforms to engage the public effectively.

Weaknesses

- Fragmentation across functional areas leading to siloed operations.
- Limited capacity and resources for enforcement and technology upgrades.
- Dependence on external stakeholders for some critical functions.

- Gaps in internal communication and organisational alignment.
- Financial constraints limiting large-scale programme implementation.
- Challenges in talent retention and skills development.

Opportunities

- Digital transformation of traffic systems and adoption of smart technology.
- Strengthening collaborations with SAPS, municipalities, and transport entities.
- Expansion of road safety awareness campaigns targeting diverse audiences.
- Leveraging data analytics for evidence-based decision-making.
- Policy and regulatory shifts supporting integrated traffic management.

Threats

- Rising road crashes and fatalities impacting public perception.
- Corruption and illegal activities undermining enforcement credibility.
- Rapid technological changes outpacing current systems.
- Fiscal pressures and reduced government funding allocations.
- Resistance from stakeholders to change and new enforcement measures.
- Reputational risks from governance or compliance failures.
- Delays in the approval of transaction fees impacting RTMC operations

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.

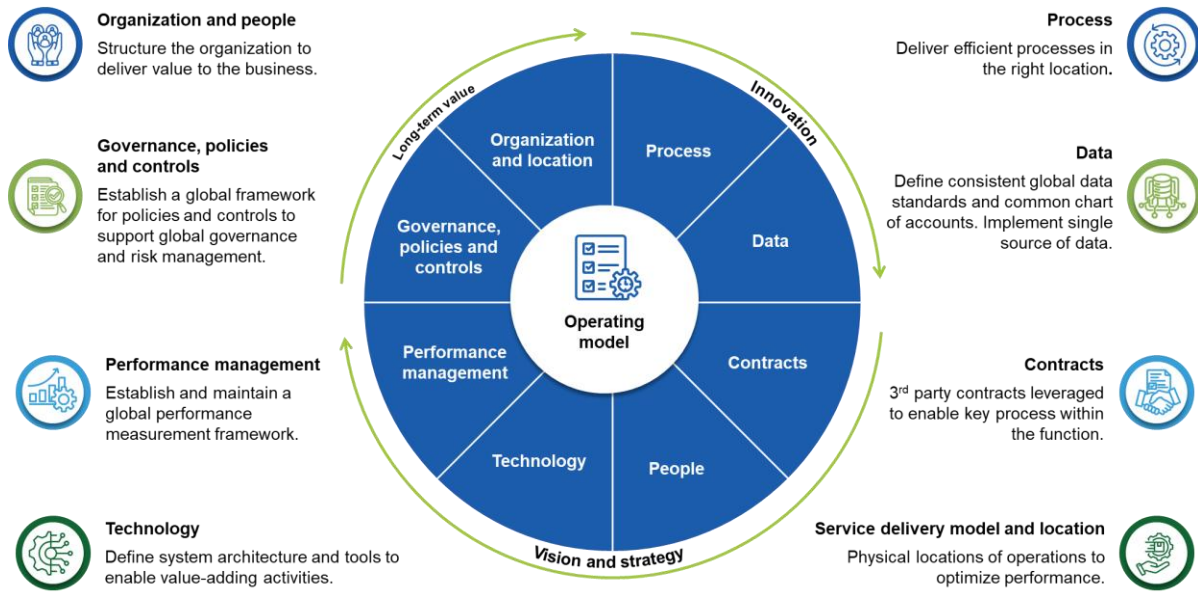


Figure 15: Operating model

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 optimise its performance.

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 7% Compound Annual Growth Rate (CAGR) for the past 5 years. The compensation of employees increased with 7% CAGR. The figure below shows the total revenue generated for the past 5 years.

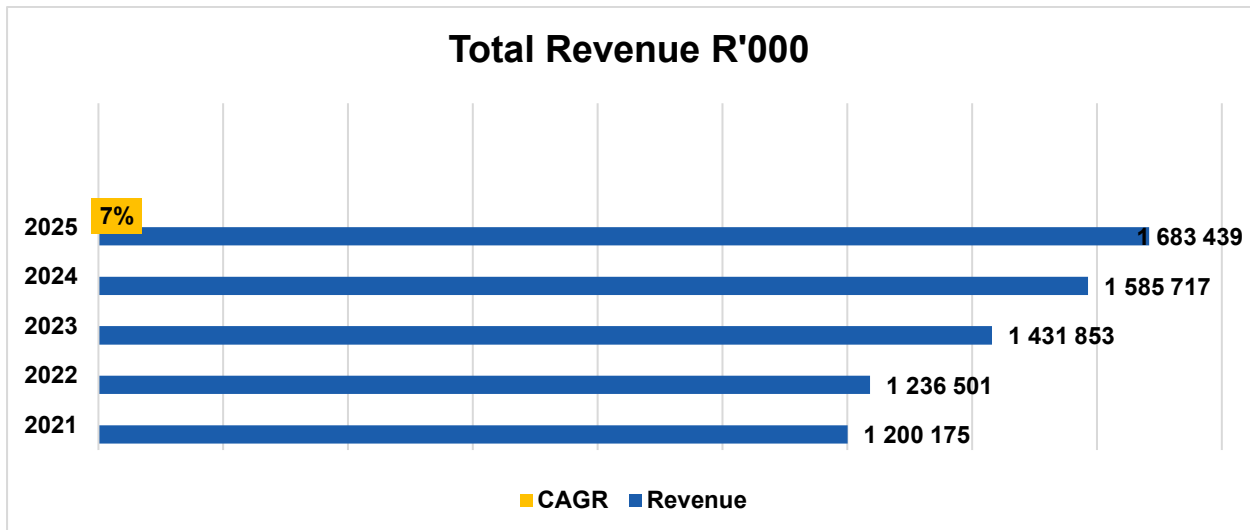


Figure 16: Total Revenue 5 years CAGR

The figure below shows the growth of the employees and associated costs for the past 5 years. The employee numbers include all categories of staff: permanent, fixed-term contract, temporary employees, and traffic trainees:

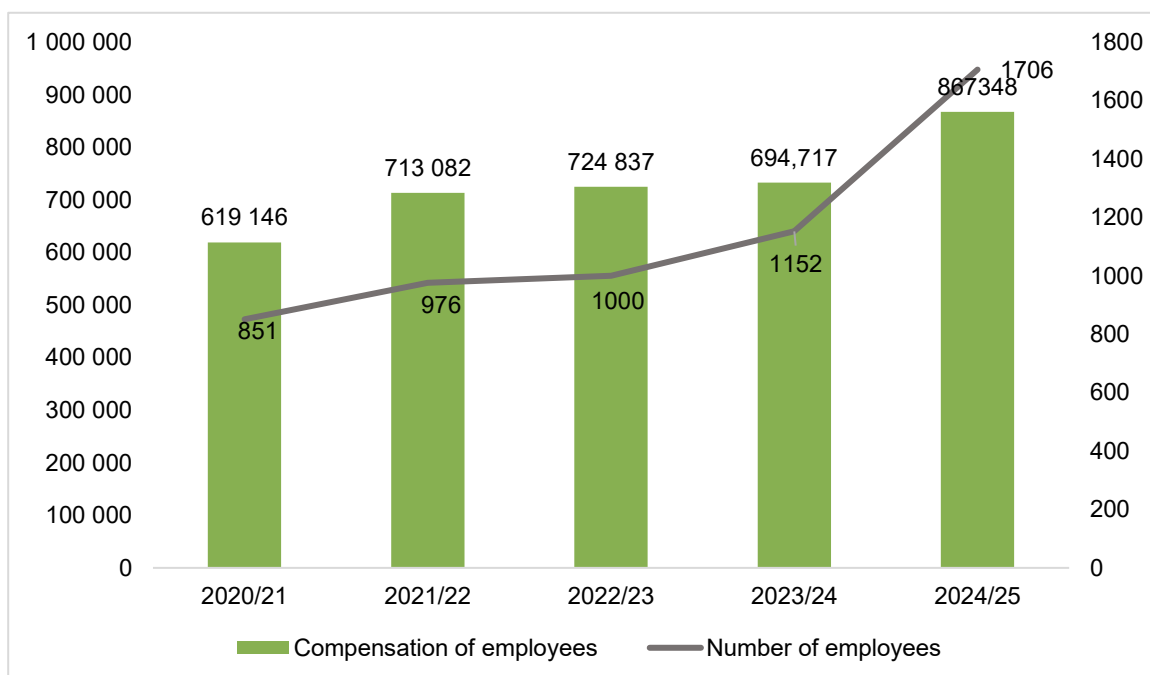


Figure 17: Employee Related Costs 5 years CAGR “000

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

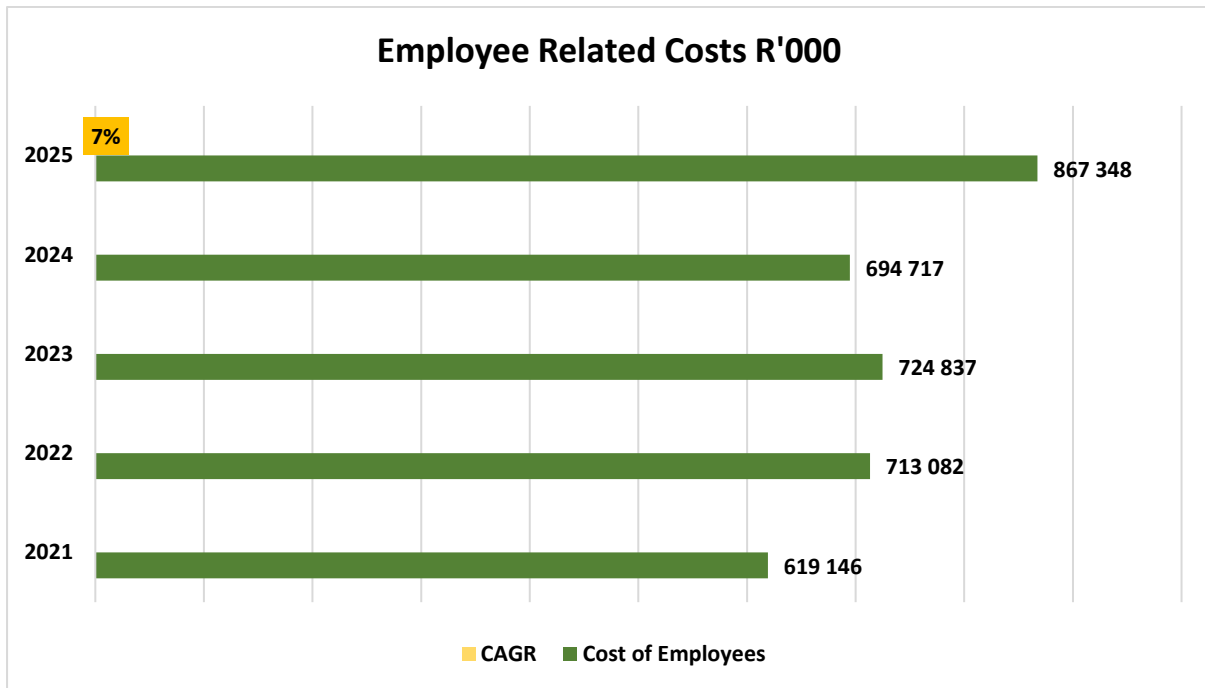


Figure 18: Employee-related costs

The figure below depicts the compensation of employees as a percentage of revenue decreased to 0% CAGR over the period. Employee-related costs have been increasing at a faster pace than revenue generation over the five-year period which puts the RTMC under significant cost pressures.

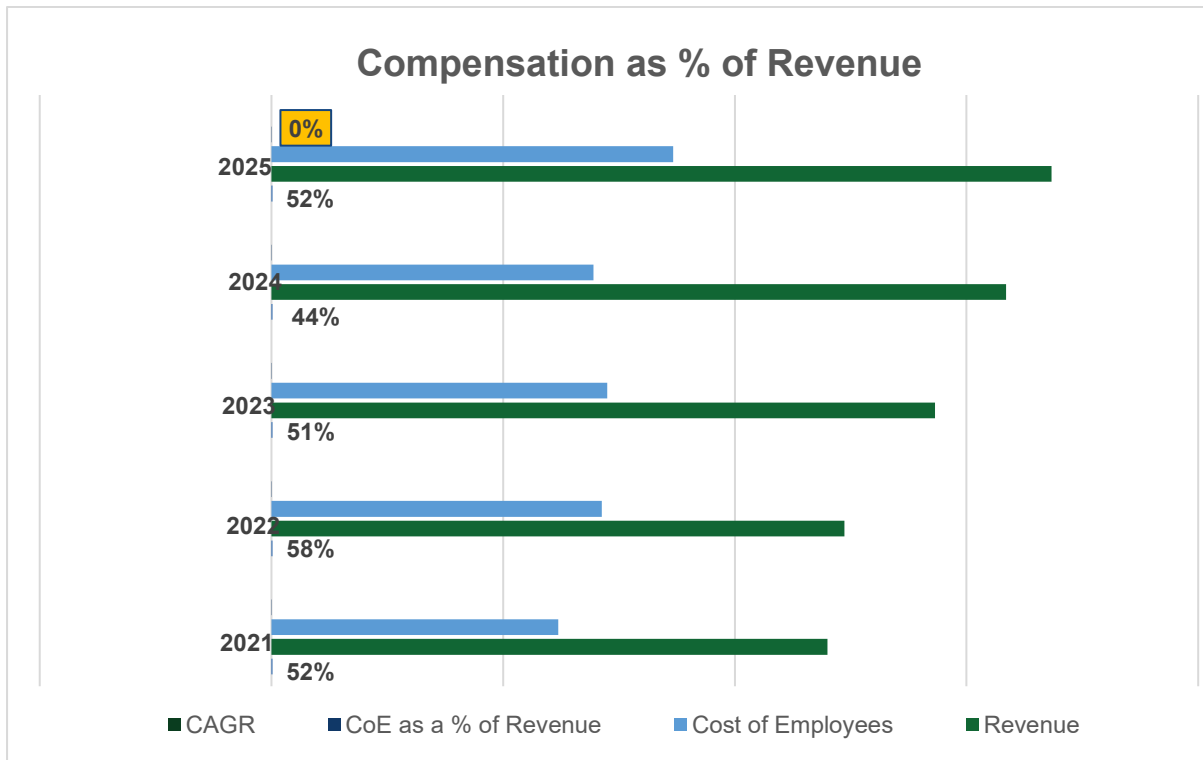


Figure 19: CoE % to Revenue

Moreover, financial sustainability remains a concern, as inadequate and inconsistent funding limits RTMC's ability to implement essential technology upgrades, road safety programs, and human resource development initiatives. The growth in employee numbers due to absorption model of traffic trainees and the possible impact on future sustainability if funding sources are not improved

Organisational performance

Strategic outcomes performance

For the strategic period under review (2025/26-2029/30), three strategic outcomes have been implemented as follows for the period:

Outcome	Outcome indicators	Baseline	Five-Year Target	Actual performance
Reduce fatalities and serious injuries	Reduction in road traffic fatalities	11 883	6 984	12 172 as at 2024
	Number of road safety officials	3 330	3 675	1 065 as at December 2025

Outcome	Outcome indicators	Baseline	Five-Year Target	Actual performance
	trained			
Digitalisation of road traffic services to optimize services & monetize	% customer satisfaction survey	68%	80%	The survey is currently in development.
Build a Financially Sustainable entity	% revenue growth change	9%	7%	18% as at December 2025

Table 5: 2025/26-2029/30 Outcome Indicators

Annual Organisational performance over 5 years

The organisational performance of the RTMC from 2020/21 to 2024/25 is provided below:

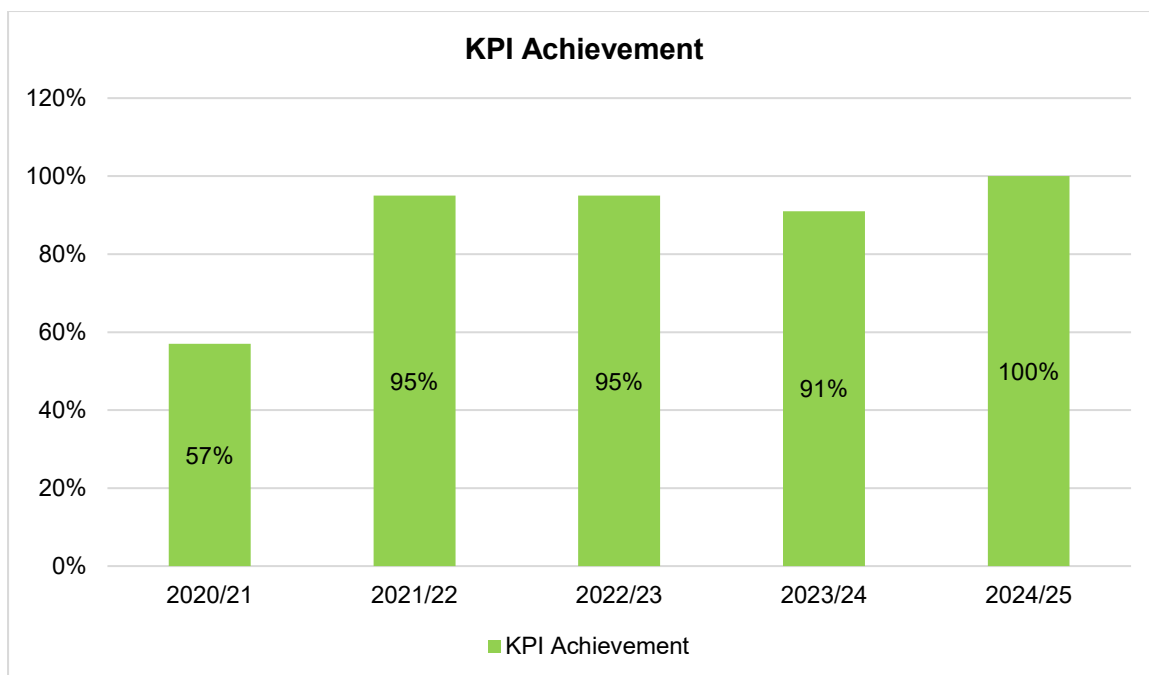


Figure 20: 5-year performance

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.

PART C: MEASURING OUR PERFORMANCE

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

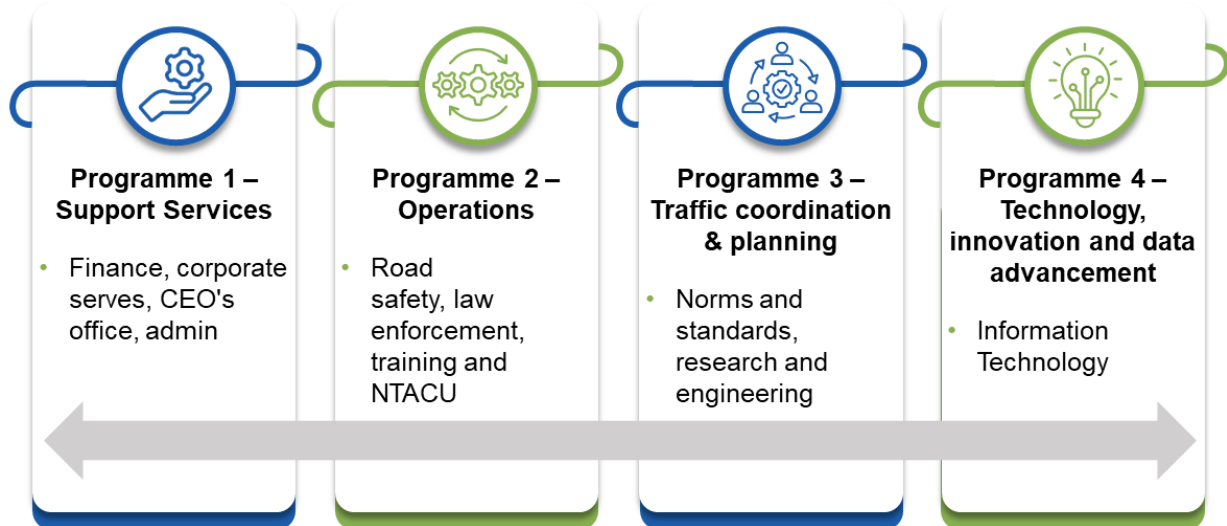


Figure 21: Strategy programmes

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 organisation 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, standardised approach to traffic management, backed by research and technical expertise in traffic systems. This programme manages 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. OUTCOMES, INDICATORS, ANNUAL AND TARGETS

Outcomes	Outputs	Output indicators	Annual Targets						
			5-Year	Audited	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 programme	Creating awareness and encouraging safe driving practices among road users	Number of road safety programmes implemented	15	3	1	2	4	4	4
		Number of road safety campaign/s implemented	4	New indicator	-	1	1	1	1
		Number of monitoring report(s) on the implementation of the NRSS	5	1 Monitoring report on the implementation of the NRSS approved by the Board	1 Monitoring report on the implementation of the NRSS approved by the Board	1 Monitoring report on the implementation of the NRSS approved by the Board	1 Monitoring report on the implementation of the NRSS approved by the Board	1 Monitoring report on the implementation of the NRSS approved by the Board	1 Monitoring report on the implementation of the NRSS approved by the Board
	To enforce road traffic laws for the safe and free flow	Number of road traffic law enforcement interventions implemented	94 479	12 392	16 519	17 348	18 215	20 682	21 715
	Professionalisation of road traffic services	Number of modules delivered to Traffic Trainees on NQF level 6 Traffic Officer Qualification	18 delivered to Traffic Trainees on NQF level 6 Traffic Officer Qualification	7 delivered to Traffic Trainees on NQF level 6 Traffic Officer Qualification	12 delivered to Traffic Trainees on NQF level 6 Traffic Officer Qualification	6 delivered to Traffic Trainees on NQF level 6 Traffic Officer Qualification	-	-	-
		Number of	12	3 modules	4 modules	12 modules	12 modules	12 modules	12 modules

Outcomes	Outputs	Output indicators	Annual Targets						
			5-Year	Audited	Estimated Performance	MTEF			
			2025-2030	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
		modules delivered to officials in the road safety sector		implemented delivered to officials in the road safety sector	implemented to delivered to officials in the road safety sector	implemented to officials in the road safety sector	implemented to officials in the road safety sector	implemented to officials in the road safety sector	implemented to officials in the road safety sector
		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	Percentage 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
Reduce road fatalities through the implementation of road safety programme	Improved data analytics capability	Number of research reports produced	12	1	1	1	3	3	4
		Number of state of road safety reports produced	4	-	-	1	1	1	1
	Centralised data management systems	Number of digital offerings	9	New Indicator	1	2	2	2	2

Outcomes	Outputs	Output indicators	Annual Targets						
			5-Year	Audited	Estimated Performance	MTEF			
			2025-2030	Baseline 2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Build a financially sustainable entity	Financial optimisation	Percentage training revenue generated	5%	5%	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
		Percentage online motor vehicle licence renewal growth	15%	New Indicator	25%	25%	25%	20%	20%
	Revenue diversification	Percentage monetisation of data	10%	New Indicator	Sale of accident module developed	5%	8%	12%	15%
		Percentage sponsorships acquired	10%	New Indicator	10%	10%	10%	10%	10%
	Streamlined operating model	Number of organisational development programmes implemented	10	New Indicator	2	2	2	2	2

Table 6: Indicators Annual over a strategic period

3. INDICATORS, ANNUAL AND QUARTERLY TARGETS

No.	Output indicators	Annual target	Q1	Q2	Q3	Q4
1.	Number of road safety programmes implemented	2	(1) Pedestrian safety.	-	(1) PET and debates	-
2.	Number of road safety campaign/s implemented	1	Approval of national campaign implementation plan by the Board	Report on the implementation of the national campaign approved by EXCO	Report on the implementation of the national campaign approved by EXCO	1 national road safety campaign implemented.
3.	Number of monitoring on the implementation of the NRSS	1 Monitoring report on the implementation of the NRSS approved by the Board	-	-	-	1 Monitoring report on the implementation of the NRSS NRSS approved by the Board
4.	Number of road traffic law enforcement interventions implemented	17 348	4 159	3 960	4 620	4 609
5.	Number of modules delivered for traffic trainees on NQF level 6 traffic officer qualification	6 delivered for traffic trainees on NQF level 6 traffic officer qualification	-	-	-	6 delivered for traffic trainees on NQF level 6 traffic officer qualification
6.	Number of modules delivered to officials in the road safety sector	12 modules delivered to road traffic officials	-	4 modules delivered to road traffic officials	4 modules delivered to road traffic officials	4 modules delivered to road traffic officials
7.	Number of modules delivered to road safety practitioners	9 modules delivered to road safety practitioners	-	-	-	9 modules delivered to road safety practitioners
8.	Percentage of reported fraud and corruption complaints investigated	100%	100%	100%	100%	100%
9.	Number of self-initiated fraud and corruption cases investigated	250	62	62	62	64
10.	Number of research reports produced	1 research reports	-	-	-	1 research

No.	Output indicators	Annual target	Q1	Q2	Q3	Q4
		published				reports published
11.	Number of state of road safety reports produced	1 state of road safety report published	-	-	-	1 state of road safety report published
12.	Number of digital offerings	2		-	-	2
13.	Percentage training revenue generated	4%	-	-	-	4%
14.	Number of clients on boarded for online motor vehicle registration and change of ownership	4	1	1	1	1
15.	Percentage of sponsorships acquired	10%	-	-	-	10%
16.	Percentage monetisation of data	5%	-	-	-	5%
17.	Percentage online motor vehicle licence renewal growth	25%	-	-	-	25%
18.	Number of organisational development programmes implemented	2		1		1

Table 7: Indicators, annual and quarterly targets

4. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

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

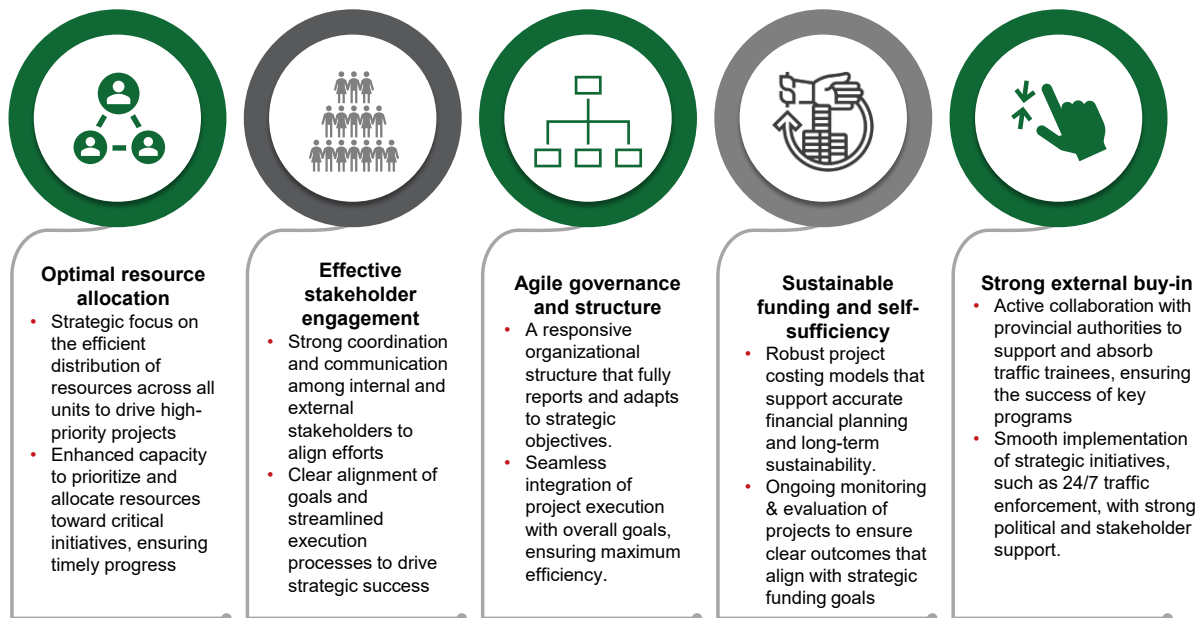


Figure 22: RTMC Sustainable Outcomes and Partnerships Model

- Optimal resource allocation: Strategic focus on the efficient distribution of resources across all units to drive high-priority projects. Enhanced capacity to prioritize and allocate resources toward critical initiatives, ensuring timely progress
- Effective stakeholder engagement: Strong coordination and communication among internal and external stakeholders to align efforts. Clear alignment of goals and streamlined execution processes to drive strategic success
- Agile governance and structure: A responsive organizational structure that fully reports and adapts to strategic objectives. Seamless integration of project execution with overall goals, ensuring maximum efficiency.
- Sustainable funding, self-sufficiency: Robust project costing models that support accurate financial planning and long-term sustainability. Ongoing monitoring & evaluation of projects to ensure clear outcomes that align with strategic funding goals.
- Strong external buy in: 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.

5. PROGRAMME RESOURCE CONSIDERATIONS

The table below shows the budget allocation for the period. The RTMC shows the programme allocation as per the approved programme structure.

Programmes	2026/2027 MTEF Budget	2027/2028 MTEF Budget	2028/2029 MTEF Budget	2029/2030 MTEF Budget	2030/2031 MTEF Budget
Road Safety, Marketing and Stakeholders Relations	36 695 071	38 470 060	40 327 194	42 343 553	44 460 731
Training development	161 026 526	143 625 724	138 391 837	145 311 429	152 577 000
Law Enforcement	453 691 272	482 729 686	508 017 466	533 418 339	560 089 256
Traffic Intelligence & Security	26 254 940	27 560 363	28 930 248	30 376 761	31 895 599
Strategic Services	410 150 157	378 572 718	398 901 495	418 846 570	439 788 898
Support Services	706 031 879	744 113 979	905 296 514	950 561 340	998 089 407
Capital Expenditure	195 438 629	329 503 250	302 455 060	317 577 813	333 456 703
Total Budget	1 989 288 473	2 144 575 780	2 322 319 813	2 438 435 804	2 560 357 594

Table 8: Budget Allocation per Programme

The submission for the revised budget programme structure was submitted in July 2025 to the National Treasury for approval and is still pending. Should the budget programme structure be approved, the above 6 programme structures will change to 4 programme structures as per the table below:

Programmes	2026/2027 MTEF Budget	2027/2028 MTEF Budget	2028/2029 MTEF Budget	2029/2030 MTEF Budget	2030/2031 MTEF Budget
Support Services	706 031 879	744 113 979	905 296 514	950 561 340	998 089 407
Operations	516 641 282	548 760 109	577 274 908	606 138 653	636 445 586
Road Traffic Coordination & Planning	182 894 051	172 206 626	170 721 784	179 257 873	188 220 766
Technology Innovation & Data Advancement	388 282 631	349 991 817	366 571 548	384 900 126	404 145 132
Capital Expenditure	195 438 629	329 503 250	302 455 060	317 577 813	333 456 703
Total Budget	1 989 288 473	2 144 575 780	2 322 319 813	2 438 435 804	2 560 357 594

Table 9: Budget Allocation per Programme (Revised Structure)

MTEF Budget per Economic Classification

Economic Classification	2026/2027 MTEF Budget	2027/2028 MTEF Budget	2028/2029 MTEF Budget	2029/2030 MTEF Budget	2030/2031 MTEF Budget
Compensation of Employees	903 420 622	948 591 653	996 021 235	1 045 822 297	1 098 113 412
Operating Expenditure	890 429 222	866 480 877	1 023 843 519	1 075 035 694	1 128 787 479
Capex	195 438 629	329 503 250	302 455 060	317 577 813	333 456 703
Total Budget	1 989 288 473	2 144 575 780	2 322 319 813	2 438 435 804	2 560 357 594

Table 10: MTEF Budget per Economic Classification

6. UPDATED KEY RISKS AND MITIGATION PLANS

Outcome	Risk	Treatments
Reduce fatalities and serious injuries	<ul style="list-style-type: none"> 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). 	<ul style="list-style-type: none"> Formulation of strategic partnerships with stakeholders within Road Safety - for collaboration and funding. Alignment and coordination between key stakeholders, DoT, Provinces, and Local Government, 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. Roll-out of integrated point-of-sale solution.
Digitalisation of road traffic services to optimise services & monetise	<ul style="list-style-type: none"> Increased risk of cyber-attacks. 	<ul style="list-style-type: none"> Implementation of the Cyber Security Framework [Centre for Internet Security (CIS) controls]. Implementation of the approved Cyber Security Strategy.
Build a financially sustainable entity	<ul style="list-style-type: none"> Increased risk of liquidity. Organisational realignment. 	<ul style="list-style-type: none"> Full implementation of the approved funding model. Expansion and marketing of the Online Services. Implementation of the Financial Sustainability document. Implementation of the staffing strategy with a 10% reduction in COE.

Outcome	Risk	Treatments
		<ul style="list-style-type: none"> • Expenditure management of non-core costs.

Table 11: Key Risks and Treatments

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Table 12: Technical Indicator Descriptions

1. Indicator title	Number of road safety programmes implemented
Definition	<p>Road safety programmes are based on concept documents. They are targeted at road user groups, e.g. pedestrians, and at school level. The Programmes can be implemented with stakeholders, including but not limited to:</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • List of schools that participated • Pedestrian information
Method of calculation or assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • Concept document. • Implementation report. • Close-out report.
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	Number of road safety campaign(s) implemented
Definitions	The RTMC will undertake regular road safety campaigns to promote and enhance safe road usage by targeting all road user groups to create awareness on their respective responsibilities. The campaigns will be supported by intensified law enforcement across the country
Source of data	Programme concept document, programme report submitted to the Board and Exco. Close-out report, programme communication footprint, including social media and stakeholder communication.
Method of calculation or assessment	Simple count

Means of verification	<ul style="list-style-type: none"> • Concept document. • Implementation report. • Portfolio of evidence. • Close-out report.
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 implementation of the programme
Indicator responsibility	Programme Manager
3. Indicator title	Number of monitoring report(s) on the implementation of the NRSS
Definitions	The compilation of the report on the progress made in the implementation of the NRSS approved by the Board.
Sources/ Collection of data	Reports from: <ul style="list-style-type: none"> • Road transport Agencies • Provincial and local government • Other relevant groups
Method of calculation or assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • Report compiled
Assumptions	Financial resources and human capital availability.
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	To ensure the NRSS targets are implemented within the prescribed timeframes
Indicator responsibility	Programme Manager
4. Indicator title	Number of road 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 conducted 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	<ul style="list-style-type: none"> Operational plans Reports from the operations Attendance registers
Method of calculation or assessment	Simple count
Means of verification	<ul style="list-style-type: none"> 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 conduct interventions within stipulated timeframes to ensure compliance on the roads.
Indicator responsibility	Programme Manager
5. Indicator title	Number of modules delivered for Traffic Trainees on NQF level 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	<ul style="list-style-type: none"> List of traffic trainees enrolled
Method of calculation or assessment	Simple count
Means of verification	<ul style="list-style-type: none"> Attendance registers Portfolio of Evidence
Assumptions	<ul style="list-style-type: none"> Availability and accurate completion of the traffic trainee's portfolio of evidence (POE's) Availability of resources to deliver training
Disaggregation of beneficiaries (where applicable)	Targeted successful recruitment 100% youth 35% female
Spatial transformation (where applicable)	-
Calculation type	Non-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 Officials in the road safety sector
Definition	The programme aims to provide training to individuals interested in improving their knowledge on road traffic related matters.
Source of data	<ul style="list-style-type: none"> • List of t Officials enrolled • Moderation reports • Portfolio of Evidence • Attendance register
Method of calculation or assessment	Simple Count
Means of verification	<ul style="list-style-type: none"> • Attendance registers • Portfolio of evidence
Assumptions	<ul style="list-style-type: none"> • Availability and accurate completion of the traffic trainee's portfolio of evidence (POE's) • Availability of resources to deliver training
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Modules are delivered within stipulated timeframe to official in the road safety sector.
Indicator responsibility	Programme Manager
7. 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	final formative assessments, evaluation, moderation reports on learner POEs containing findings, recommendations, monitoring checklist and list of attendees
Method of calculation or assessment	Simple Count
Means of verification	<ul style="list-style-type: none"> • Attendance registers. • Portfolio of evidence.
Assumptions	<ul style="list-style-type: none"> • Participation of provinces • Availability and accurate completion of the learner portfolio of evidence (POEs) • The reliability of the leaner POEs • Availability of resources to deliver training
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Non-Cumulative

Reporting cycle	Annually
Desired performance	Execute road safety practitioner modules to improve skills.
Indicator responsibility	Programme Manager
8. Indicator title	Percentage of reported fraud and corruption complaints investigated
Definition	All corruption and fraud cases are recorded, analysed, tracked and escalated to other Agencies
Source of data	<ul style="list-style-type: none"> • Investigations reports • OB/Occurrence Book • Email complaints • Case file
Method of calculation or assessment	Number of cases reported/number of cases investigated * 100
Means of verification	<ul style="list-style-type: none"> • Investigations reports • OB/Occurrence Book • Email 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 have been investigated
Indicator responsibility	Programme Manager
9. Indicator title	Number of self-initiated fraud and corruption cases investigated
Definition	All self-initiated corruption and fraud cases are recorded, analysed tracked and escalated to other Agencies
Source of data	<ul style="list-style-type: none"> • Investigations reports • OB/occurrence book • Cases initiated report (NaTIS/observations/intelligence gathering) • Case file
Method of calculation or assessment	Simple Count
Means of verification	<ul style="list-style-type: none"> • Case reports • OB/occurrence book
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
10. Indicator title	Number of research reports produced
Definition	Produce research studies for publication that address road safety related issues.
Source of data	<ul style="list-style-type: none"> • Research reports • Proof of publication on the RTMC website
Method of calculation or assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • 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	Non-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
11. Indicator Title	Number of State of Road Safety Reports produced
Short definition	Produce the annual State of Road Safety Report for publication
Source/collection of data	<p><u>Primary data:</u></p> <ul style="list-style-type: none"> • South African Police Service • Municipalities • Traffic authorities <p><u>Secondary data:</u></p> <ul style="list-style-type: none"> • Statistics South Africa – population figures • NaTIS – Vehicle and driver population data • AARTO - Infringements data • NTCMS – Infringements data • RAF – Claims-related information to calculate the cost of crashes to the economy and validation purposes • SANRAL – Traffic volume • National Department of Health (forensic pathology) • Department of Home Affairs • Emergency Medical Services • Towing associations • Council for Scientific Industrial Research • Motor industry • Petroleum industry • Insurance companies • Other stakeholders
Method of calculation	Simple count
Assumption	<ul style="list-style-type: none"> • No under/over reporting

	<ul style="list-style-type: none"> • There are no delays in availability of data • The data is accurate and complete
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Non-cumulative
Reporting cycle	Annually
Desired performance	The State of Road Safety Reports compiled, approved by Board, and published.
Indicator responsibility	Programme Manager
12.Indicator title	Number of digital offerings
Definition	Implementation of digital solutions to ensure improvement of services.
Source of data	Site reports
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
13.Indicator title	Percentage of training revenue generated
Definition	This measures the percentage increase in the Rand value of Training revenue generated.
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 report
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
14.Indicator title	Number of clients on boarded for online motor vehicle registration and change of ownership

Definition	This is the 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	<ul style="list-style-type: none"> List of clients onboarded Confirmation of clients on NaTIs
Assumptions	None
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	To increase the number of clients utilising the online change of ownership and registration of vehicles directly on NaTIS
Indicator responsibility	Programme Manager
15.Indicator title	Percentage of sponsorships acquired
Definition	To increase the value of the sponsorships received year on 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 and amount received
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 sponsorship revenue.
Indicator responsibility	Programme Manager
16.Indicator title	Percentage monetisation of data
Definition	Selling of road traffic information in line with the fees prescribed by the National Treasury. The indicator will measure the proportion of RTMC's total data assets that are generating revenue.
Source of data	NaTIS
Method of calculation or assessment	(actual data revenue (CY)/actual data revenue (PY)) * 100
Means of verification	General Ledger
Assumptions	<ul style="list-style-type: none"> Module is developed The fee is approved by National Treasury within

	stipulated timeframe.
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Non-Cumulative
Reporting cycle	Annually
Desired performance	Selling of road traffic data to increase revenue.
Indicator responsibility	Programme Manager
17. 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
18. Indicator title	Number of organisational development Programmes implemented
Definition	Implementation of programmes that focuses on leadership training, culture transformation, and structural redesign/designed to improve RTMC effectiveness, agility, and employee performance
Source of data	<ul style="list-style-type: none"> • HR database • Implementation plan
Method of calculation or assessment	Simple count
Means of verification	<ul style="list-style-type: none"> • Programme report. • Attendance Register (where applicable)
Assumptions	Budget available and employee availability
Disaggregation of beneficiaries (where applicable)	-
Spatial transformation (where applicable)	-
Calculation type	Cumulative
Reporting cycle	Bi-Annual
Desired performance	Ensure the execution of organisational development programmes.

Indicator responsibility	Programme Manager
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THANK YOU

