



**g-Fleet MANAGEMENT 2019/20 FINANCIAL YEAR FOURTH QUARTER PERFORMANCE REPORT
(01 JANUARY -31 MARCH 2020)**

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1. TRADING ENTITY PERFORMANCE

1.1 OVERVIEW BY CHIEF EXECUTIVE OFFICER

a. Background

g-Fleet was formally known as the Government Garage and also as Gauteng Government Motor Transport (GGMT), following the devolution of the Fleet Management function previously carried out at the National Sphere of Government to the Provincial Administrations in terms of the Cabinet decision taken on 25 May 1988.

The entity has been operating as a trading Entity of the former Gauteng Department of Public Transport, Roads and Works (GDPTRW), since 2001. The Department is now the Gauteng Department of Roads and Transport (GDRT) following the re-configuration of Government Departments within the Gauteng Province, which resulted in the GDPTRW being split into the GDRT and the Gauteng Department of Infrastructure Development (GDID).

b. Vision

We keep Government Service Delivery on the move.

c. Mission

We will achieve our vision by:

- Providing effective, competitive and efficient fleet services to government.
- Focusing on providing reliable fleet to meet client needs.
- Building and maintaining sustainable stakeholder relations.

d. Values

The values that guide the work of the staff and contractors working on behalf of the Entity are the following:

(i) Good Governance

We pledge to uphold sound principles of institutional management, efficient systems and processes in service delivery and implement necessary governance structures.

(ii) Responsiveness

Our staff and contractors shall be approachable, receptive, open and will be quick to respond to needs of clients and Gauteng citizens as well as carrying out their responsibilities.

(iii) Innovative

We commit to be original, inventive and novel in the execution of our mandate and activities.

(iv) Accountability

We pledge to be answerable to clients and citizens of Gauteng about our service delivery responsibilities.

(v) Passion

We undertake to deliver services with passion, excitement and enthusiasm.

(vi) Professionalism

We commit to show competence and an attitude of excellence at all times.

(vii) Ethical

We commit to be principled, fair and just in our conduct and in service to the people of Gauteng.

(viii) Commitment

We commit to be devoted, faithful and loyal to the citizens and clients.

1.2 REVISIONS TO LEGISLATIVE, POLICY AND OTHER MANDATES

1.2.1 Legislative Mandates

The Entity is operating in line with the following legislative mandates during the 2019/20 financial year:

- a. Public Finance Management Act (PFMA)
- b. Treasury Regulations
- c. Treasury practice notes
- d. Public Service Act
- e. Public Service Regulations
- f. Cabinet Memo of 1988
- g. Transport Circular 4 of 2000
- h. National Road Traffic Act of 1996
- i. Administrative Adjudication of Road Traffic Offences (AARTO)

The implementation of AARTO is creating a huge challenge for g-FleetT in that some client department's drivers do not pay their traffic fines which results in g-FleetT not being able to timeously renew the vehicles licence disks. This has led to the Entity deciding to pay these fines and bill the affected client departments' respectively.

1.2.2 Policy & Other Mandates

The Entity's operations are largely regulated by the National Transport Circular No. 4 of 2000, which governs all matters relating to the utilization of government-owned transport and related transport functions. The effect of the above-mentioned circular has resulted in the withdrawal of Transport Circular No. 1 of 1975.

The implementation of the e-tolling system on identified Gauteng Provincial roads has led to slight changes to the Entity's operations. These changes included adapting systems to facilitate the management and billing of the new tolls incurred because of the utilization of g-FleetT's vehicles by clients'.

1.3 UPDATED SITUATIONAL ANALYSIS

1.3.1 Improvement of Performance in 2019/20 Financial Year

All efforts will be directed in ensuring that an Unqualified Audit Opinion is issued by the Auditor General (SA). Interventions will also be aimed at addressing operational challenges thereby demonstrating significant and systematic improvement of operations and customer satisfaction. Ongoing surveys and engagements with all key stakeholders throughout the current financial year will further provide an opportunity to determine whether planned and implemented initiatives have the desired effect on fleet management operations which will result in high levels of client satisfaction thereby meeting stakeholder expectations.

1.3.2 Service Delivery Environment

The Entity kept the average age of fleet at less than 4 years during the quarter under review. This was due to the fine balance between the intake of new vehicles and the withdrawal of redundant vehicles.

The Entity did not have an auction during the period under review, this was due to the entity reconciling and revising processes. The auction will take place during the first quarter of the 2020/21 financial year.

The Entity tracked 87% of in-service vehicles against the planned target of 93%. The reason for this, was that the installation and fitments on the tracking tender only started in February 2020.

The average turnaround time for accident repairs was not achieved, this was due to vehicles awaiting parts on back order. The Entity is working closely with the RT46 service provider to monitor and manage merchant's turnaround times on back order. The average turnaround times for mechanical repairs was achieved, due to the continuous close monitoring of vehicles under repairs.

The planned target for number of days for vehicle preparation is 20 business days, due to consistent efforts to keep fitment turnaround time led to the achievement of the target.

The Entity surpassed the average percentage of rental days for Pool fleet. However, due to the holiday season in December, there was a lower client rental demand in January for VIP self-drive vehicles.

The ICT plan was implemented; however, the complete CRM module will be part of the overall new FIS project for all business unit's operations. The Key Management System was procured and installed. The VIP and Pool cabinet was installed and training provided. The cabinets for the maintenance unit will be procured in 20/21 financial year.

The completion of phase 2 of the implementation of the sustainability (Driver 5) was achieved as planned. The Project Initiation Plans for Phase 2 Infrastructure projects were approved.

The Entity achieved the percentage of maintenance expenditure during the quarter under review. This was due to the engagement mandate that was reviewed to ensure Township Businesses are prioritized.

The Entity surpassed the 20% target in decreasing average debtor days, this was contributed to the implementation of the debtor's management policy.

Delays in issuing and activation of vendor numbers, particularly for individuals resulted in 98% of undisputed invoices within 30 days. The Entity will engage the Vendor Manager unit within Treasury with a view to enter into an agreement with turnaround times.

The Annual Tariff Structure for 2020/21 was submitted to Treasury for approval.

1.4 OVERVIEW OF ORGANISATIONAL ENVIRONMENT

1.4.1 Overview of Functions & Services

g-Fleet Management is the Trading Entity of the Gauteng Department of Roads and Transport (GDRT). The main aim of the Entity is to provide motor transportation services to all government departments at provincial, municipal and national levels.

The trading activities of g-FleetT focus primarily on the provision of state vehicles to enable client departments to carry out their day-to-day service delivery activities efficiently and effectively. Vehicles are procured by g-FleetT in line with client requests and through Service Level Agreements entered into. g-FleetT also procures vehicles to replace previously allocated vehicles that have become obsolete and must be withdrawn. The National Treasury RT57 contract guides the procurement of vehicles.

The fleet of vehicles is allocated to client departments for a period stipulated by the client (on Full Maintenance Lease contracts).

In return g-FleetT charges a daily, monthly or a kilometer tariff (user tariff charges) on the vehicles to cover the capital, running and overhead costs of the entity.

The Fleet Maintenance functions focus mainly on the maintenance and repair of vehicles using Transit Solutions merchants, in line with the National Treasury RT46 Contract. The RT46 contract has since been awarded to Transit Solutions with effect from 01 April 2014. Fleet management support services are also provided to clients via the management and/or administration of fuel cards, traffic fines. Any obsolete vehicles and those that cannot be repaired are sold through a public auction.

1.4.2 Overview of Service Network

g-FleetT operates from Bedfordview, where the Head Office is based, with offices at 45 Commissioner Street, Johannesburg Central Business District, offices in Koedoespoort, Pretoria and a kiosk at the OR Tambo International Airport, Kempton Park.

The Entity has three (03) functional regional offices namely in Kwa-Zulu Natal, Eastern Cape, Western Cape. These mainly service regional and district offices of Gauteng-based National Departments and Municipalities who are key clients of g-FleetT. As part of the Turnaround Plan, more

emphasis will be directed at ensuring that the Entity and Regional Offices have adequate capacity and fleet, to meet all client needs at the various regions/districts.

The Entity procured new offices for its Regions in order to rectify the Irregular Expenditure towards Rental of office spaces in KZN, Cape Town and East London. This was also to rectify the non-compliance with OHS Act and Regulations which was identified in the mentioned Regional Offices. As such new contracts for office space were concluded during the year.

However, the appointed service provider for the East London Region defaulted and did not make the space available for g-Fleet to occupy offices after rental was paid. A criminal case was therefore registered in East London (Case number 604/01/2020 Contact 043 707 0606).

COVID-19

The President of the country, Honourable Cyril Ramaphosa on 23 March 2020 announced a countrywide lockdown in response to the COVID-19 pandemic, part of the lockdown is that only certain categories of businesses can remain open. The President further highlighted that all shops and businesses will be closed except for pharmacies, banks, essential financial and payment services including the JSE, supermarkets, petrol stations and health care providers.

Departments providing essential services were prioritised therefore given preference to petrol card distribution as well as lease of vehicles. The following services will be available: Petrol Card Collection, Limited Chauffeur Driven Services and VIP/Pool Call centre

In addition, the following services are provided by our service providers during the lockdown, towing, tyre fitment, glass fitment and call centre will continue to operate with limited services. Our vehicle tracking partner is available 24/7 for any emergencies. Tracker installation project has been put on hold.

All Managers are working remotely and always on standby. Staff on standby - Sixteen finance staff, seven fleet maintenance staff. The Client Service Centre is the main point of contact into our premises.

g-Fleet Management has placed hand sanitisers at key points in all of our sites to encourage customers, suppliers, visitors and employees to constantly clean their hands. Further to this, surgical face masks have been provided by staff members dealing with the public. Additional hand sanitisers, gloves, masks, thermometer scanners have been requested through GDRT. Communication through posters on Notice Boards and e-mails is continuing. We have also implemented visitors register.

Guidelines to manage the pandemic has been developed together with GDRT. g-Fleet Management is taking steps to ensure the welfare of employees and this will include instructing all employees who feel ill to stay at home and consult their healthcare providers, clients are also requested to take necessary steps when in contact with our staff members.

1.4.3 Overview Staff Complement

An analysis of the current profile of employees indicate that 73% (200) of g-Fleet employees are permanent employees, whilst 3% or (7) are employed on a contract basis. The recruitment process will continue as the directive was issued by MEC to withhold the recruitment process on all vacant posts.

1.4.4 Summary of Posts and Vacancies

Staff Categories	Number		Percentage
	Q4	Q4	
Total posts on approved structure	275	100%	
Total staff complement	207	75%	
Number of professional and managerial posts	8	3%	
Number of professional and managerial posts filled	3	1%	
Number of excess staff	0	0%	
Number of positions filled by permanent staff	200	73%	
Number of positions filled by contract staff	7	3%	
Number of vacant positions excluding contract workers	75	37%	
Number of vacant positions including contract workers	75+7= (82)	40%	

1.4.5 Summary of Disciplinary Procedures

Status	Discipline	Appeals	Conciliation	Arbitration	Grievances	Disputes
Number Lodged	6	Nil	Nil	1	1	3
Number Concluded	Nil	Nil	Nil	1	Nil	1
Number Outstanding	6	Nil	Nil	Nil	1	2

2. FINANCIAL PERFORMANCE

2.1 ANNUAL BUDGET: FUNDING

4 TH QUARTER PERFORMANCE REPORT FOR THE 2019/20 FY	TOTAL BUDGET YEAR TO DATE REPORT				QUARTER 4 APP REPORT			
	ANNUAL BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT	BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT
ANNUAL APPROVED BUDGET	R 789,746,034	R 704,698,507	R 85,047,527	89%	R 253,383,843	R 222,658,259	R 30,725,584	88%
RESPONSIBLE MEC	MEC Roads and Transport – Mr. Jacob Mamabolo							
ADMINISTERING DEPARTMENT	Provincial Department of Roads and Transport							
ACCOUNTING OFFICER	Acting HOD Roads and Transport – Mr. Makhukhu Mampuru							

2.2 REVENUE INVOICING: BILLING

APP REPORT 2019/20 FY	TOTAL BUDGET YEAR TO DATE REPORT				QUARTER 4 APP REPORT			
	ANNUAL BUDGET	ACTUAL BILLING	TOTAL VARIANCE	% ACTUAL	BUDGET BILLING	ACTUAL BILLIED	TOTAL VARIANCE	% ACTUAL
LEASING OF VEHICLES								
REVENUE - EXCHANGE	R 850,000,000	R 859,920,705	-R 9,920,705	101%	R 212,500,000	R 209,124,253	R 3,375,747	98%
GRAND TOTAL	R 850,000,000	R 859,920,705	-R 9,920,705	101%	R 212,500,000	R 209,124,253	R 3,375,747	98%

2.3 REVENUE COLLECTIONS: RECEIPTS

APP REPORT 2019/20 FY		TOTAL BUDGET YEAR TO DATE REPORT					QUARTER 4 APP REPORT		
LEASING OF VEHICLES	ANNUAL BUDGET	ACTUAL COLLECTIONS	TOTAL VARIANCE	% ACTUAL	BUDGETED COLLECTIONS	ACTUAL COLLECTIONS	TOTAL VARIANCE	% ACTUAL	
REVENUE - EXCHANGE	R 850,000,000	R 864,440,094	-R 14,440,094	102%	R 212,500,000	R 206,924,321	R 5,575,679	97%	
REVENUE - NON- EXCHANGE	R 72,000,000	R 62,873,067	R 9,126,933	87%	R 18,000,000	R 16,216,313	R 1,783,687	90%	
TRANSPORT FEES	R 1,700,000	R 2,010,495	-R 310,495	118%	R 425,000	R 511,651	-R 86,651	120%	
AUCTION FEES	R 70,000,000	R 151,438,321	-R 81,438,321	216%	R 17,500,000	R 74,511,864	-R 57,011,864	426%	
GRAND TOTAL	R 993,700,000	R 1,080,761,977	-R 87,061,977	109%	R 248,425,000	R 298,164,149	-R 49,739,149	120%	

2.4 EXPENDITURE: PER PROGRAMME

The table below classifies the second quarter's expenditure incurred for each Sub-Programme which also includes the following costs: -

- Payments for Capital Assets.
- Payments for Current Goods and Services which includes:
 - o Compensation for Employees.
 - o Current Year Goods and Services.

PER PROGRAMME	ANNUAL BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT	QUARTERLY BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT
OFFICE OF THE CEO	R 3,656,695	R 3,472,771	R 183,924	95%	R 1,033,629	R 971,379	R 62,250	94%
OFFICE OF THE CFO	R 9,086,046	R 7,187,719	R 1,898,327	79%	R 2,507,806	R 1,990,868	R 516,938	79%
FINANCIAL ACCOUNTING	R 16,893,933	R 15,228,805	R 1,665,128	90%	R 4,474,719	R 3,594,345	R 880,374	80%
OPERATIONS AND CORPORATE SERVICES	R 760,109,360	R 678,809,213	R 81,300,147	89%	R 245,367,690	R 216,101,668	R 29,266,022	88%
GRAND TOTAL	R 789,746,034	R 704,698,507	R 85,047,527	89%	R 253,383,843	R 222,658,259	R 30,725,584	88%

2.5 EXPENDITURE: PER BUSINESS UNIT

APP REPORT 2019/20 FY	YEAR TO DATE RESULTS					QUARTER 4 RESULTS				
	PER BUSINESS UNIT	ANNUAL BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT	QUARTERLY BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT	
OFFICE OF THE CEO	R 3,656,695	R 3,472,771	R 183,924	95%	R 1,033,629	R 971,379	R 62,250	94%		
OFFICE OF THE COO	R 471,744	R 697,958	-R 226,214	148%	R 413,823	R 424,791	-R 10,968	103%		
OFFICE OF THE CFO	R 9,086,046	R 7,187,719	R 1,898,327	79%	R 2,507,806	R 1,990,868	R 516,938	79%		
FINANCIAL ACCOUNTING	R 16,893,933	R 15,228,805	R 1,665,128	90%	R 4,474,719	R 3,594,345	R 880,374	80%		
CORPORATE SERVICES	R 45,519,893	R 35,067,032	R 10,452,861	77%	R 18,081,048	R 7,497,365	R 10,583,683	41%		
MARKETING & COMMUNICATION	R 11,886,481	R 10,862,436	R 1,024,045	91%	R 3,069,010	R 2,509,615	R 559,395	82%		
MAINTENANCE SERVICES	R 166,011,667	R 118,415,458	R 47,596,209	71%	R 42,296,478	R 47,242,949	-R 4,946,471	112%		
TRANSPORT SUPPORT SERVICES	R 251,233,488	R 229,315,434	R 21,918,054	91%	R 63,089,439	R 80,659,185	-R 17,569,747	128%		
PERMANENT SERVICES	R 263,564,994	R 265,982,631	-R 2,417,637	101%	R 112,368,258	R 73,240,949	R 39,127,309	65%		
VIP POOL SERVICES	R 21,421,093	R 18,468,263	R 2,952,830	86%	R 6,049,635	R 4,526,813	R 1,522,821	75%		
GRAND TOTAL	R 789,746,034	R 704,698,507	R 85,047,527	89%	R 253,383,843	R 222,658,259	R 30,725,584	88%		

3. NON-FINANCIAL PERFORMANCE

3.1 OVERVIEW OF PROGRAMME STRUCTURE

The performance activities of g-FleetT are reported under the following programmes:

SERVICE DELIVERY PROGRAMME	PROGRAMME STRUCTURE
1. OPERATIONAL MANAGEMENT SERVICES	PERMANENT FLEET SERVICES VIP / POOL SERVICES FLEET MAINTENANCE TRANSPORT SUPPORT SERVICES INFORMATION AND COMMUNICATION TECHNOLOGIES
2. FINANCIAL MANAGEMENT	FINANCE

3.2 SERVICE DELIVERY PERFORMANCE

3.2.1 OPERATIONAL MANAGEMENT SERVICES

STRATEGIC OUTCOME ORIENTATED GOAL 1: Provide fleet management services that are effective, efficient and client-focused

STRATEGIC OBJECTIVE 1: Provide clients with reliable and cost effective fleet.

Performance Indicator	Audited Baseline	2019/20 Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Deviation from Target %	Reason for Deviation	Proposed Intervention
			Actual	Planned	Actual	Actual	Actual	Actual	Unit				
Average age of fleet	3.6 years	≤4 Years	3,4 years	3,6 years	3,5 years	3,5 years	3,5	≤4 Years	3,5	+0,5	12,5%	The fine balance between the intake of new vehicles and the withdrawal of redundant vehicles had a positive effect on the fleet age.	n/a
Percentage of vehicles auctioned.	80%	80%	95%	88%	89%	80%	0	80%	0	0	0	No auction held in 4 th quarter because the ENTITY had to reconcile the data and revise processes.	Auction will be held in the 1 st quarter of the new financial year

SIGNED OFF:



Director: Permanent Fleet



Acting Director: Finance

3.2.2 OPERATIONAL MANAGEMENT SERVICES

STRATEGIC OBJECTIVE 2: To provide quality and value-added client service by monitoring vehicle location and maintaining turn-around times for accident and mechanical repairs.

Performance Indicator	Audited Baseline	2019/20 Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Deviation from Target		Reason for Deviation	Proposed Intervention
			Actual		Actual		Actual		Planned	Actual	Unit	%		
Percentage of in-service vehicles tracked.	93%	93%	92.8% (6361)		82.9% (5426)		84% (4868)		93% (5517)	87% (5158)	-359	6%	Total current fleet = 6124 less exempt the vehicles of 192 = 5932 100% In-Service Vehicles = 5932 Exempt Vehicles Prosecuting Authority 80 Justice 100 Premier 5 Mineral 7 Total = 192	Installation and firmments on the new tracking tender only started in February 2020.
Average turnaround time for accident repairs	20 days	30 days	49 Days		51 Days		40 days		30 Days	37 Days	-7 Days	23 %	Vehicles awaiting parts on back order. High number of updates on repairs.	Close monitoring of merchants through RT46 service provider to manage TAT on back order. Encourage strip & quote on accident repairs for proper assessment prior repairs. This is ongoing, and there are improvements.

Performance Indicator	Audited Baseline	2019/20 Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4			Deviation from Target	Reason for Deviation	Proposed Intervention
			Actual	Actual	Actual	Actual	Planned	Actual	Unit	%				
Average turnaround time for mechanical repairs	20 days	15 days	12 Days	9 Days	11 Days	15 Days	12 Days	+3 Days	20 %				Close monitoring of the of the mechanical process, and improved staff capacity (intern)	Continuous close monitoring of the mechanical repairs process.

SIGNED OFF:



Director: Transport Support Services



Acting Director: Fleet Maintenance

STRATEGIC OUTCOME ORIENTATED GOAL 2: Sustainable and well-governed organisation

STRATEGIC OBJECTIVE 1: Optimise return on investment.

Optimal use of the Entity's assets in delivery of services that is cost effective and yield return to ensure sustainability.

Performance Indicator	Audited Baseline	2019/20 Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Deviation from Target		Reason for Deviation	Proposed Intervention
			Actual	Actual	Actual	Actual	Planned	Actual	Unit	%				
Average number of business days from delivery of vehicle to active vehicle contract with client (lease vehicles only from Permanent Unit)	20 business days	20 business days	19 business days	20 business days	20 business days	20 business days	20 business days	20 business days	17	20 business days	+3	15%	A focused and determined team effort resulted in the achievement of the target.	n/a
Average percentage of rental days utilised for VIP self-drive vehicles	Average rental utilisation of 67%	Average rental utilisation of 50%	59.32%	54.81%	56.76%	45.89%	Average rental utilisation of 50%	45.89%	45.89%	Average rental utilisation of 50%	-	-4.11%	Decrease in client rental demand in January due to holiday season in December.	Reason mentioned for deviation prevent any meaningful intervention due to client dependency during said period.
Average percentage of rental days utilised for Pool vehicles	Average rental utilisation of 67%	Average rental utilisation of 69%	72.35%	84.19%	85.53%	85.76%	Average rental utilisation of 69%	85.76%	85.76%	Average rental utilisation of 69%	-	+16.76%	N/A	N/A
Annual Tariff structure for 2020/21 submitted to Treasury for approval	Submission of reviewed annual tariff structure for 2019/20 financial year submission to Provincial Treasury for approval	Annual Tariff structure for 2020/21 submitted to Provincial Treasury for approval				Annual Tariff structure for 2020/21 was submitted to Provincial Treasury for approval	Annual Tariff structure for 2020/21 submitted to Provincial Treasury for approval	Annual Tariff structure for 2020/21 submitted to Provincial Treasury for approval	Annual Tariff structure for 2020/21 was submitted to Provincial Treasury for approval	Annual Tariff structure for 2020/21 submitted to Provincial Treasury for approval	n/a	n/a	n/a	n/a
Implementation of sustainability model	Phase 2 Implementation of Sustainability Model	Completion of Implementation of phase 2 of the Sustainability				Completion of Implementation of phase 2 of the Sustainability	Completion of Implementation of phase 2 of the Sustainability	Completion of Implementation of phase 2 of the Sustainability	Completion of Implementation of phase 2 of the Sustainability	Completion of Implementation of phase 2 of the Sustainability	n/a	n/a		

Performance Indicator	Audited Baseline	2019/20 Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Deviation from Target		Reason for Deviation	Proposed Intervention
			Actual	Actual	Actual	Actual	Planned	Actual	Unit	%				
		<p>Model:</p> <p>Driver 2: Digital, Technology and Analytics</p> <p>CRM System rollout and</p> <p>Procurement of Key Management System</p> <p>Driver 5</p> <p>Approved Project</p> <p>Initiation Plans for Phase 2</p> <p>Infrastructure Projects, Panel Beating, Wellness Centre and Car Wash.</p>							<p>Model:</p> <p>Driver 2: Digital, Technology and Analytics</p> <p>CRM System rollout and</p>	<p>Developed and installed.</p> <p>(Business processes were shared with e-GOV, System was developed, system demo conducted, system implemented , and training conducted)</p>			<p>The CRM system was developed and installed for Call Centre only.</p> <p>However, additional requirements for other business units in collaboration with Call Centre have been identified.</p> <p>These include, Workshop, Facilities, Finance, Permanent and VIP business units.</p>	<p>To improve our internal and external stakeholders' engagement, g-Fleet will be procuring a new Fleet system that will incorporate a full version of the CRM system.</p> <p>The planned procurement of the Fleet System will begin in 2020/2021.</p> <p>Continuous improvement to be included as part of the value chain.</p>
									<p>Procurement of Key Management System</p>	<p>Procured and installed.</p>			<p>As planned, the key cabinet was procured and installed for VIP and Pool business unit.</p>	<p>Additionally, a need to enrol the system within the deserving business units have been identified. The installation is planned for</p>

Performance Indicator	Audited Baseline	2019/20 Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Deviation from Target		Reason for Deviation	Proposed Intervention
			Actual	Actual	Actual	Actual	Planned	Actual	Unit	%				
Percentage decrease in average debtor days	20%	20% (Excluding amounts owed by clients that have submitted written payment arrangements)	21%	27%	31.07%	20% (Excluding amounts owed by clients that have submitted written payment arrangements)	48.49%	+28.96	28.49	n/a	constant implementation of approved Debtors management policy	Not applicable	n/a	F/Y-2020/21. These include, Maintenance, Asset, and TSS.
						Driver 5 Approved Project Initiation Plans for Phase 2 Infrastructure Projects, Panel Beating, Wellness Centre and Car Wash.	Approved Project Initiation plans approved for Phase 2 Infrastructure Projects.							

SIGNED OFF:

Director: Permanent Fleet



Acting Director: VIP and Pool Services



Acting Director: Finance



Director: Corporate Services



**STRATEGIC OBJECTIVE 2: 1. Engender organisational and culture change.
2. To build and maintain a healthy organisation with effective operations**

Performance Indicator	Audited Baseline	2019/20 Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4			Deviation from Target	Reason for Deviation	Proposed Intervention
			Actual	Target	Actual	Target	Actual	Target	Planned	Actual	Unit			
Percentage of undisputed invoices paid within 30 days from receipt of invoice.	100%	100%	91%		95.81%		97.56%		100%	98%	7	-2%	Delay in the issuing and activation of vendor numbers particularly for individuals	Engage Vendor Management unit within Treasury with a view to enter into agreement of turnaround time.
Audit Report from the Auditor General of South Africa	Unqualified audit for the 2017/18 financial year	Unqualified audit report for the 2018/19 financial year			Unqualified audit report for the 2018/19 financial year									
Implementation of ICT Strategy/Plan	Phase 2 implementation of the ICT Strategy	2019/20 ICT plan implemented: Customer Relationship Management System (CRM) and Procurement of Key Management System.							2019/20 ICT plan implemented: Customer Relationship Management System (CRM) and	Developed and installed (Business processes were shared with e-GOV, System was developed, system demo conducted, system implemented, and training conducted)			The CRM system was developed and installed for Call Centre only. However, additional requirements for other business units in collaboration with Call Centre have been identified. These include, Workshop, Facilities, Finance, Permanent and VIP business units	To improve our internal and external stakeholders' engagement, g-Fleet will be procuring a new Fleet system that will incorporate a full version of the CRM system. The planned procurement of the Fleet System will begin in 2020/2021. Continuous improvement to be included as part of the value chain.

Performance Indicator	Audited Baseline	2019/20 Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Deviation from Target		Reason for Deviation	Proposed Intervention	
			Actual		Actual		Actual		Planned	Actual	Unit	%			
Percentage of maintenance expenditure on Gauteng township businesses (automotive)	4%	5%	2.2%		3% (R882 295.75)		3% (R735 281.10)		5%		7% (R2 085 810.46)	R595 945.84	+2 %	As planned, the key cabinet was procured and installed for VIP and Pool business unit	Additionally, a need to enrol the system within the deserving business units have been identified. The installation is planned for F/Y-2020/21. These include, Maintenance, Asset, and TSS.
														Engagement mandate was reviewed to ensure Township Businesses are prioritized. A draft was implemented as reviewed.	To finalize engagement mandate for approval and implementation, and continuous monitoring.

SIGNED OFF:

Acting Director: Finance 

Acting Director: Fleet Maintenance 

Deputy Director: Information and Communication Technologies 