



**g-Fleet Management 2020/21 Financial Year First Quarter Performance Report  
(01 April - 30 June 2020)**

Supported by:

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Date: 28/07/2020

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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-Fleet in that some client department's drivers do not pay their traffic fines which results in g-Fleet 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-Fleet's vehicles by clients'.

## **1.3 UPDATED SITUATIONAL ANALYSIS**

### **1.3.1 Improvement of Performance in 2020/21 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 COVID-19 lockdown. An online auction will be held during the second quarter.

The Entity tracked 89.5% of in-service vehicles against the planned target of 75%. All new vehicles purchased were installed.

The average turnaround time for mechanical and accident repairs was achieved. This was because of the reduced number of vehicles that were with the merchants due to lockdown issues.

The Entity surpassed the average percentage of rental days for VIP and Pool fleet. This was due to increased utilisation of both VIP and Pool services.

The Entity only managed to reduce average debtors' collection days by 48.16%. The planned target was to reduce average debtors' collection days by 20%. This was due to COVID-19 lockdown, the Entity will be meeting with client departments on Microsoft Teams and doing telephonic follow ups.

### **1.3.3 COVID-19**

The President of the country, Honourable Cyril Ramaphosa on 23 March 2020 announced a nationwide lockdown in response to the COVID-19 pandemic, part of the lockdown is that only certain categories of businesses can remain open. The country has moved from level 5 to level 3 as of 01<sup>st</sup> June 2020.

### **Services provided by the Entity**

Departments providing essential services were prioritised therefore given preference to petrol card distribution as well as lease of vehicles. The following services are 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.

### **Staffing**

A rotation plan was drawn where officials are working on rotational basis. A total staff of 75 were identified to provide critical functions. All Managers are working. In addition, clients are encouraged to make appointment before coming to our premises.

A compliance officer has also been appointed in line with the stipulated regulations.

### **Vulnerable Employees**

The Entity has identified employees with over 60 years of age and employees with chronic illness.

### **PPE**

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.

### **PPE Packs were distributed to various business units & regional offices**

- Visor (Frontline staff)
- Pack of gloves (frontline staff)
- Pack of surgical masks
- Sanitizer – 70% alcohol
- Sanitizer – non-alcoholic for cleaning computers & equipment
- Pamphlet
- Temperature scanners (for regions)
- Registers (for regions)

### **Procurement of additional PPE for g-Fleet:**

- The Entity has procured additional 45 thermometers scanners for our chauffeur drivers. This is required to ensure that every customer is screened before entering g-FleetT vehicle in order to protect our drivers.
- Backpacks with delivery date anticipated to be month end July 2020. This is required to disinfect vehicles at all times.
- Protective Cover Partitions to separate drivers and passengers with no delivery date communicated yet by service provider. This is a separation screen between a driver and a customer – to ensure protection of the customer and driver.
- Developed the protocols for utilizing G vehicles to be signed off by the Head of Department.

### **Information and Communication Technology**

- Out of 75 employees identified, 52 have laptops and data cards.
- An additional data cards and laptops have been requested.
- ICT received a total of 29 new laptops for distribution on 03 June 2020.
- Five laptops have been distributed, a balance of 24 to be distributed after received data cards.

### **General Guidelines**

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.

### **Challenges**

- Fatigue – same officials working over lockdown period
- Very limited number of officials working on COVID-19 issues.
- Officials within teams working of COVID-19 testing positive, therefore entire team to go for testing & self-quarantine
- Unavailability of certain PPE in the market and/or long turnaround times – e.g. backpacks (Delivery date anticipated to be month end July 2020), Protective Cover Partitions to separate drivers and passengers (No delivery date communicated yet by service provider)
- The entity does not have dedicated officials to continuously disinfected offices (both heads office & regions) on weekly basis, reliance on DRT.
- Lack of support from Department of Infrastructure & Development in terms of upgrading infrastructures to comply with COVID-19 regulations and other OHS
- Expiring contract in the middle of the lockdown (security & cleaning contracts) – have to retrain new staff on COVID-19 related issues.
- Lack of discipline by some officials in ensuring:
  - Wear masks or other facial coverings at all times while at work and outside work.



- Maintain a least 1.5 meter of social distancing at all times.
- Diligently wash hands and otherwise use hand sanitizer (which we are providing in intervals around the workplace).
- Self-assess own health before reporting to work

**Positive Cases**

- As at 24 July 2020, five employees have contracted COVID-19 with no fatality at this stage.

## **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-Fleet 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-Fleet in line with client requests and through Service Level Agreements entered into. g-Fleet 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-Fleet 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-Fleet 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-Fleet. 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).

### 1.4.3 Overview Staff Complement

An analysis of the current profile of employees indicate that 72% (198) of g-Fleet employees are permanent employees, whilst 3% or (7) are employed on a contract basis. Request for absorption of seven contract employees above threshold was approved by the Acting HOD on the 06 February 2020, appointments awaiting vetting outcomes as per recruitment policy (section 1.1). 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 Q1
	Q1		
<b>Total posts on approved structure</b>	275		100%
<b>Total staff complement</b>	205		75%
<b>Number of professional and managerial posts</b>	8		3%
<b>Number of professional and managerial posts filled</b>	3		1%
<b>Number of excess staff</b>	0		0%
<b>Number of positions filled by permanent staff</b>	198		72%
<b>Number of positions filled by contract staff</b>	7		3%
<b>Number of vacant positions excluding contract workers</b>	77		28%
<b>Number of vacant positions including contract workers</b>	77-7= (70)		25%

### 1.4.5 Summary of Disciplinary Procedures

Status	Discipline	Appeals	Conciliation	Arbitration	Grievances	Disputes
<b>Number Lodged</b>	6	Nil	Nil	1	Nil	3
<b>Number Concluded</b>	2	Nil	Nil	Nil	Nil	1
<b>Number Outstanding</b>	4	Nil	Nil	Nil	Nil	2

## 2. FINANCIAL PERFORMANCE

### 2.1 ANNUAL BUDGET: FUNDING

1 <sup>ST</sup> QUARTER PERFORMANCE REPORT FOR THE 2020/21 FY	TOTAL BUDGET YEAR TO DATE REPORT				QUARTER 1 APP REPORT			
	ANNUAL BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT	BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT
ANNUAL APPROVED BUDGET	R 933 912 371	R 117 573 926	R 816 338 445	13%	R 153 826 992	R 117 573 926	R 36 253 066	76%
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 2020/21 FY	TOTAL BUDGET YEAR TO DATE REPORT				QUARTER 1 APP REPORT			
	ANNUAL BUDGET	ACTUAL BILLING	TOTAL VARIANCE	% ACTUAL	BUDGET BILLING	ACTUAL BILLIED	TOTAL VARIANCE	% ACTUAL
Revenue - Exchange	R 892 500 000	R 193 818 143	R 698 681 857	22%	R 223 125 000	R 193 818 143	R 29 306 857	87%
<b>GRAND TOTAL</b>	<b>R 892 500 000</b>	<b>R 193 818 143</b>	<b>R 698 681 857</b>	<b>22%</b>	<b>R 223 125 000</b>	<b>R 193 818 143</b>	<b>R 29 306 857</b>	<b>87%</b>

### 2.3 REVENUE COLLECTIONS: RECEIPTS

APP REPORT 2020/21 FY	TOTAL BUDGET YEAR TO DATE REPORT					QUARTER 1 APP REPORT				
	ANNUAL BUDGET	ACTUAL COLLECTIONS	TOTAL VARIANCE	% ACTUAL	BUDGETED COLLECTIONS	ACTUAL COLLECTIONS	TOTAL VARIANCE	% ACTUAL		
LEASING OF VEHICLES										
Revenue - Exchange	R 892 500 000	R 128 137 714	R 764 362 286	14%	R 223 125 000	R 128 137 714	R 94 987 286	57%		
Revenue - Non- Exchange	R 75 600 000	R 9 411 668	R 66 188 332	12%	R 18 900 000	R 9 411 668	R 9 488 332	50%		
Revenue - Transport	R 1 700 000	R 490 200	R 1 209 800	29%	R 425 000	R 490 200	-R 65 200	115%		
Revenue - Auctions	R 70 000 000	R 802 485	R 69 197 515	1%	R 17 500 000	R 802 485	R 16 697 515	5%		
<b>GRAND TOTAL</b>	<b>R 1 039 800 000</b>	<b>R 138 842 067</b>	<b>R 900 957 933</b>	<b>13%</b>	<b>R 259 950 000</b>	<b>R 138 842 067</b>	<b>R 121 107 933</b>	<b>53%</b>		

### 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.

**APP REPORT  
2020/21 FY**

**YEAR TO DATE RESULTS**

**QUARTER 1 RESULTS**

<b>PER PROGRAMME</b>	<b>ANNUAL BUDGET</b>	<b>ACTUAL SPEND</b>	<b>TOTAL VARIANCE</b>	<b>% SPENT</b>	<b>QUARTERLY BUDGET</b>	<b>ACTUAL SPEND</b>	<b>TOTAL VARIANCE</b>	<b>% SPENT</b>
<b>OFFICE OF THE CEO</b>	<b>R 3 085 552</b>	<b>R 714 417</b>	<b>R 2 371 135</b>	<b>23%</b>	<b>R 621 888</b>	<b>R 714 417</b>	<b>-R 92 529</b>	<b>115%</b>
<b>OFFICE OF THE CFO</b>	<b>R 8 442 911</b>	<b>R 1 774 113</b>	<b>R 6 668 798</b>	<b>21%</b>	<b>R 335 322</b>	<b>R 1 774 113</b>	<b>-R 1 438 791</b>	<b>529%</b>
<b>FINANCIAL SERVICES</b>	<b>R 20 204 722</b>	<b>R 3 759 532</b>	<b>R 16 445 190</b>	<b>19%</b>	<b>R 4 696 233</b>	<b>R 3 759 532</b>	<b>R 936 701</b>	<b>80%</b>
<b>OPERATIONS AND CORPORATE SERVICES</b>	<b>R 902 179 186</b>	<b>R 111 325 864</b>	<b>R 790 853 322</b>	<b>12%</b>	<b>R 148 173 549</b>	<b>R 111 325 864</b>	<b>R 36 847 685</b>	<b>75%</b>
<b>GRAND TOTAL</b>	<b>R 933 912 371</b>	<b>R 117 573 926</b>	<b>R 816 338 445</b>	<b>13%</b>	<b>R 153 826 992</b>	<b>R 117 573 926</b>	<b>R 36 253 066</b>	<b>76%</b>

**2.5 EXPENDITURE: PER BUSINESS UNIT**

APP REPORT 2020/21 FY		YEAR TO DATE RESULTS					QUARTER 1 RESULTS				
		ANNUAL BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT	QUARTERLY BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT		
<b>OFFICE OF THE CEO</b>	R 3 085 552	R 714 417	R 2 371 135	23%	R 621 888	R 714 417	-R 92 529	115%			
<b>OFFICE OF THE COO</b>	R 1 787 202	R 385 656	R 1 401 546	22%	R 445 227	R 385 656	R 59 571	87%			
<b>OFFICE OF THE CFO</b>	R 8 442 911	R 1 774 113	R 6 668 798	21%	R 335 322	R 1 774 113	-R 1 438 791	529%			
<b>FINANCIAL SERVICES</b>	R 20 204 722	R 3 759 532	R 16 445 190	19%	R 4 696 233	R 3 759 532	R 936 701	80%			
<b>CORPORATE SERVICES</b>	R 41 001 726	R 7 049 752	R 33 951 974	17%	R 6 949 597	R 7 049 752	-R 100 155	101%			
<b>MARKETING &amp; COMMUNICATION</b>	R 12 432 359	R 2 495 922	R 9 936 437	20%	R 2 860 184	R 2 495 922	R 364 262	87%			
<b>MAINTENANCE SERVICES</b>	R 179 197 777	R 34 102 381	R 145 095 396	19%	R 36 844 044	R 34 102 381	R 2 741 663	93%			
<b>TRANSPORT SUPPORT SERVICES</b>	R 266 047 034	R 60 586 615	R 205 460 419	23%	R 43 125 788	R 60 586 615	-R 17 460 827	140%			
<b>PERMANENT SERVICES</b>	R 379 252 933	R 2 545 736	R 376 707 197	1%	R 52 414 942	R 2 545 736	R 49 869 206	5%			
<b>VIP POOL SERVICES</b>	R 22 460 155	R 4 159 801	R 18 300 354	19%	R 5 533 767	R 4 159 801	R 1 373 966	75%			
<b>GRAND TOTAL</b>	R 933 912 371	R 117 573 926	R 816 338 445	13%	R 153 826 992	R 117 573 926	R 36 253 066	76%			

### 3. NON-FINANCIAL PERFORMANCE

#### 3.1 OVERVIEW OF PROGRAMME STRUCTURE

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

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



### 3.2 SERVICE DELIVERY PERFORMANCE

#### 3.2.1 Programme 1: Operational Management Services

This programme is responsible for providing fleet management services that are effective, and client focused.

Output Indicator	Audited Baseline	2020/21 Annual Target	Quarter 1		Deviation from Target		Reason for Deviation	Proposed Intervention
			Planned	Actual	Unit	%		
% of passenger vehicles with CO2 emissions below 120g/KM	n/a	1% of passenger vehicles with CO2 emissions below 120g/KM						
Average age of fleet.	3.5 Years	Average age of fleet ≤4 years	≤4 Years	3,6 Years	0,4	10%	n/a	n/a
% of vehicles auctioned.	91%	90% of vehicles auctioned.	90%	n/a	0	0	No auction held due to COVID -19 lockdown	On-line auction planned for second quarter
% of in-service vehicles tracked	87%	93% of in-service vehicles tracked	75%	89.5% (5162)	+839	+14.5%	Total current fleet = 5954 less exempt the vehicles of 190 = 5764 100% In-Service Vehicles = 5764 Exempt Vehicles Prosecuting Authority 79 Justice 99 Premier 4 Mineral 8 Total = 192	g-Fleet installed all new vehicles purchased.
Number of days taken for mechanical repairs.	11 days	19 Days	19 Days	13.5 Days	5.5 Days	29 %	Reduced number of vehicles that were with merchants due to lockdown.	Continuous close monitoring of mechanical repairs.
Number of days taken for accident repairs.	44.25 Days	48 Days	48 Days	39.27 Days	8.73 Days	18 %	Reduced number of vehicles that were with merchants due to lockdown.	Continuous engagement with RT46 service provider.

Output Indicator	Audited Baseline	2020/21 Annual Target	Quarter 1		Deviation from Target		Reason for Deviation	Proposed Intervention
			Planned	Actual	Unit	%		
% of client satisfaction	74% (18/19)	78%						

### 3.2.2 Programme 2: Corporate and Financial Management

This programme is responsible for ensuring a well-run organisation by designing and maintaining effective systems and processes that will result in optimal use of the Entity's assets in delivery of services.

Output Indicator	Audited Baseline	2020/21 Annual Target	Quarter 1		Deviation from Target		Reason for Deviation	Proposed Intervention
			Planned	Actual	Unit	%		
Average % of rental days utilised by VIP self-drive vehicles.	53.94%	52% of rental days utilised for VIP self-drive vehicles.	52% of rental days utilised for VIP self-drive vehicles.	68,71%	-	+16,71 %	Increased utilization of services	N/A
Average % of rental days utilised for Pool vehicles	81.81%	71% of rental days utilised for Pool vehicles.	71% of rental days utilised for Pool vehicles.	96,15%	-	+25,15 %	Increased utilization of services	N/A
Unqualified opinion from Auditor General	Unqualified opinion with findings 2018/19	Unqualified opinion for Auditor General						
Minimum of 30% of procurement budget to be allocated to township businesses.	n/a	30% of procurement budget to be allocated to township businesses						
Average debtors' collection days (excluding outstanding balances of clients that have payment arrangements with the entity)	52.86%	20% average debtors' collection days (excluding outstanding balances of clients that have payment arrangements with the entity)	20%	-48.16%	32.67	68.16%	COVID -19 lockdown	Set -up Microsoft team meetings and telephone follow-up
ICT Strategy developed and implemented		2 Modules / processes approved in the strategy implemented.	Draft ICT strategy and implementation plan	0	0	0	Third-party provider not appointed to develop the strategy.	Approval for the appointed of third-party provider to be approved by 31 July 2020.

### 3.3 Official Sign-Off

It is hereby certified that this Quarterly Performance Report accurately reflects the actual outputs for the quarter under review.

Ms. Ravanne Matthews  
Director: Permanent Fleet

Signature: 

Mr. Matodzi Mamatsinya  
Acting Director: Finance

Signature: 

Ms. Salomie Jafta  
Director: TSS

Signature: 

Mr. Sifiso Mhlongo  
Acting Director: Fleet Maintenance

Signature: 

Mr. Douglas Scott  
Acting Director: VIP and Pool

Signature: 

Mr. Chris Masombuka  
Deputy Director: ICT

Signature: 