



**GAUTENG PROVINCE**  
ROADS AND TRANSPORT  
REPUBLIC OF SOUTH AFRICA

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**g-Fleet MANAGEMENT 2017/18 FINANCIAL YEAR FIRST QUARTER PERFORMANCE REPORT**  
(01 APRIL – 31 JUNE 2017)

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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 2017/18 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.

In response to Government that the implementation of the Gauteng Highway Improvement Project (GFIP), which was rolled-out by South African National Roads Agency Ltd (SANRAL) is almost finalised. The implementation of the new 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 as a result of the utilization of g-FleetT's vehicles by clients'.

### **1.3 UPDATED SITUATIONAL ANALYSIS**

#### **1.3.1 Improvement of Performance in 2017/18 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 managed to keep the average age of fleet at less than 4 years during the quarter under review.

The planned target for percentage of vehicles compliant to scheduled maintenance was not achieved; this was due to client departments not taking the vehicles in for services on time as per manufacturer's specifications. The entity also has a challenge with the quality of the report being provided by the service provider. The challenges being experienced with the service provider has been escalated to the Office of the HOD and National Treasury.

The entity tracked 91.6% of in-service vehicles instead of the planned 93%. This was due to tracking units on hand but not yet installed in the new vehicles at Permanent section.

The planned target for turnaround times for accidents and mechanical repairs is 20 days. During the quarter under review, the entity managed 17 days. The entity will continue close monitoring of the service provider.

The planned target for number of days for vehicle preparation is 20 business days, but due to unavailability of FIS the entity had to revert to manual record keeping. This had a negative impact on the turnaround times of daily activities resulting in the entity preparing vehicles in 23 business days.

Average rental utilisation for VIP was 51.57% during the quarter under review; this was due to decrease in meeting client requests due to vehicles booked into the workshop for repairs. The entity managed to achieve 74.50% for rental utilisation for Pool fleet; this was due to increased client requests.

## **1.4 OVERVIEW OF ORGANISATIONAL ENVIRONMENT**

### **1.4.1 Overview of Functions & Services**

g-Fleet Management is the Trading Entity of the Department of Roads and Transport (DRT). 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 ABSA building in the CBD, offices in Koedoespoort and a kiosk at OR Tambo International.

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.

### 1.4.3 Overview Staff Complement

An analysis of the current profile of employees indicate that 70% (or 233) of g-Fleet employees are permanent employees, whilst 2% (or 7) are employed on a contract basis. The recruitment process is in progress.

### 1.4.4 Summary of Posts and Vacancies

| Staff Categories                                      | Number | Percentage |
|---|--------|------------|
|   | Q1     | Q1         |
| Total posts on approved structure                     | 332    | 100%       |
| Total staff complement                                | 233    | 70%        |
| Number of professional and managerial posts           | 8      | 2%         |
| Number of professional and managerial posts filled    | 6      | 3%         |
| Number of excess staff                                | 0      | 0%         |
| Number of positions filled by permanent staff         | 226    | 68%        |
| Number of positions filled by contract staff          | 7      | 2%         |
| Number of vacant positions excluding contract workers | 100    | 30%        |
| Number of vacant positions including contract workers | 107    | 32%        |

### 1.4.5 Summary of Disciplinary Procedures

| Status             | Discipline | Appeals | Conciliation | Arbitration | Grievances | Disputes |
|--------------------|------------|---------|--------------|-------------|------------|----------|
| Number Lodged      | Nil        | Nil     | Nil          | Nil         | Nil        | Nil      |
| Number Concluded   | Nil        | Nil     | Nil          | Nil         | Nil        | Nil      |
| Number Outstanding | Nil        | Nil     | Nil          | Nil         | Nil        | Nil      |



## 2. FINANCIAL PERFORMANCE

### 2.1 ANNUAL BUDGET: FUNDING

| 1 <sup>ST</sup> QUARTER<br>PERFORMANCE<br>REPORT FOR THE<br>2017-18 FY | TOTAL BUDGET<br>YEAR TO DATE REPORT          |                 |                   |            |               | QUARTER 1<br>APP REPORT |                   |            |
|--|--|-----------------|-------------------|------------|---------------|-------------------------|-------------------|------------|
|  | ANNUAL BUDGET                                | ACTUAL<br>SPEND | TOTAL<br>VARIANCE | %<br>SPENT | BUDGET        | ACTUAL SPEND            | TOTAL<br>VARIANCE | %<br>SPENT |
| ANNUAL<br>APPROVED<br>BUDGET   | R 822 950 461                                | R 156 834 214   | R 661 116 247     | 19%        | R 203 000 629 | R 156 834 214           | R 46 166 415      | 77%        |
| RESPONSIBLE<br>MEC   | MEC Roads and Transport – Dr. Ismail Vadi    |                 |                   |            |               |                         |                   |            |
| ADMINISTERING<br>DEPARTMENT  | Provincial Department of Roads and Transport |                 |                   |            |               |                         |                   |            |
| ACCOUNTING<br>OFFICER  | HOD Roads and Transport – Mr. Ronald Swartz  |                 |                   |            |               |                         |                   |            |

### 2.2 REVENUE INVOICING: BILLING

| APP REPORT<br>2017-18 FY | TOTAL BUDGET<br>YEAR TO DATE REPORT |                   |                   |             | QUARTER 1<br>APP REPORT |                   |                   |             |
|--------------------------|-------------------------------------|-------------------|-------------------|-------------|-------------------------|-------------------|-------------------|-------------|
| LEASING OF<br>VEHICLES   | ANNUAL BUDGET                       | ACTUAL<br>BILLING | TOTAL<br>VARIANCE | %<br>ACTUAL | BUDGET<br>BILLING       | ACTUAL<br>BILLIED | TOTAL<br>VARIANCE | %<br>ACTUAL |
| REVENUE -<br>EXCHANGE    | R 760 000 000                       | R 192 354 825     | R 567 645 175     | 25%         | R 190 000 000           | R 192 354 825     | -R 2 354 825      | 101%        |
| GRAND TOTAL              | R 760 000 000                       | R 192 354 825     | R 567 645 175     | 25%         | R 190 000 000           | R 192 354 825     | -R 2 354 825      | 101%        |

## 2.3 REVENUE COLLECTIONS: RECEIPTS

| APP REPORT<br>2017-18 FY  |                  | TOTAL BUDGET<br>YEAR TO DATE REPORT |                   |             |                         | QUARTER 1<br>APP REPORT |                   |             |  |
|---------------------------|------------------|-------------------------------------|-------------------|-------------|-------------------------|-------------------------|-------------------|-------------|--|
| LEASING OF<br>VEHICLES    | ANNUAL<br>BUDGET | ACTUAL<br>COLLECTIONS               | TOTAL<br>VARIANCE | %<br>ACTUAL | BUDGETED<br>COLLECTIONS | ACTUAL<br>COLLECTIONS   | TOTAL<br>VARIANCE | %<br>ACTUAL |  |
| REVENUE -<br>EXCHANGE     | R 760 000 000    | R 140 466 213                       | R 619 533 787     | 18%         | R 190 000 000           | R 140 466 213           | R 49 533 787      | 74%         |  |
| REVENUE – NON<br>EXCHANGE | R 20 447 000     | R 5 436 105                         | R 15 010 895      | 27%         | R 5 111 750             | R 5 436 105             | -R 324 355        | 106%        |  |
| TRANSPORT FEES            | R 1 680 000      | R 418 181                           | R 1 261 819       | 25%         | R 420 000               | R 418 181               | R 1 819           | 100%        |  |
| AUCTION FEES              | R 60 900 000     | R 585 918                           | R 60 314 082      | 1%          | R 15 225 000            | R 585 918               | R 14 639 082      | 4%          |  |
| GRAND TOTAL               | R 843 027 000    | R 146 906 417                       | R 696 120 583     | 17%         | R 210 756 750           | R 146 906 417           | R 63 850 333      | 70%         |  |

## 2.4 EXPENDITURE: PER PROGRAMME

The table below classifies the first 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<br>2017-18 FY          |               | YEAR TO DATE RESULTS |                |         |                  | QUARTER 1 RESULTS |                |         |  |
|-----------------------------------|---------------|----------------------|----------------|---------|------------------|-------------------|----------------|---------|--|
| PER PROGRAMME                     | ANNUAL BUDGET | ACTUAL SPEND         | TOTAL VARIANCE | % SPENT | QUARTERLY BUDGET | ACTUAL SPEND      | TOTAL VARIANCE | % SPENT |  |
|                                   |               |                      |                |         |                  |                   |                |         |  |
| OFFICE OF THE CEO                 | R 5 390 485   | R 611 432            | R 4 779 052    | 11%     | R 656 469        | R 611 432         | R 45 036       | 93%     |  |
|                                   |               |                      |                |         |                  |                   |                |         |  |
| OFFICE OF THE CFO                 | R 10 768 987  | R 2 937 949          | R 7 831 039    | 27%     | R 6 269 900      | R 2 937 949       | R 3 331 951    | 47%     |  |
|                                   |               |                      |                |         |                  |                   |                |         |  |
| FINANCIAL ACCOUNTING              | R 15 557 959  | R 3 497 145          | R 12 060 814   | 22%     | R 3 700 441      | R 3 497 145       | R 203 297      | 95%     |  |
|                                   |               |                      |                |         |                  |                   |                |         |  |
| OPERATIONS AND CORPORATE SERVICES | R 791 233 030 | R 149 787 688        | R 641 445 342  | 19%     | R 192 373 819    | R 149 787 688     | R 42 586 131   | 78%     |  |
|                                   |               |                      |                |         |                  |                   |                |         |  |
| GRAND TOTAL                       | R 822 950 461 | R 156 834 214        | R 666 116 247  | 19%     | R 203 000 629    | R 156 834 214     | R 46 166 415   | 77%     |  |

## 2.5 EXPENDITURE: PER BUSINESS UNIT

| APP REPORT<br>2017-18 FY         |                  | YEAR TO DATE RESULTS |                |            |                     | QUARTER 1 RESULTS |                |            |  |
|----------------------------------|------------------|----------------------|----------------|------------|---------------------|-------------------|----------------|------------|--|
| PER BUSINESS UNIT                | ANNUAL<br>BUDGET | ACTUAL<br>SPEND      | TOTAL VARIANCE | %<br>SPENT | QUARTERLY<br>BUDGET | ACTUAL<br>SPEND   | TOTAL VARIANCE | %<br>SPENT |  |
| OFFICE OF THE<br>CEO             | R 5 390 485      | R 611 432            | R 4 779 052    | 11%        | R 656 469           | R 611 432         | R 45 036       | 93%        |  |
| OFFICE OF THE<br>COO             | R 1 690 159      | R 369 299            | R 1 320 859    | 22%        | R 400 974           | R 369 299         | R 31 674       | 92%        |  |
| OFFICE OF THE<br>CFO             | R 10 768 987     | R 2 937 949          | R 7 831 039    | 27%        | R 6 269 900         | R 2 937 949       | R 3 331 951    | 47%        |  |
| FINANCIAL<br>ACCOUNTING          | R 15 557 959     | R 3 497 145          | R 12 060 814   | 22%        | R 3 700 441         | R 3 497 145       | R 203 297      | 95%        |  |
| CORPORATE<br>SERVICES            | R 81 630 908     | R 4 484 129          | R 77 146 779   | 5%         | R 9 899 605         | R 4 484 129       | R 5 415 476    | 45%        |  |
| MARKETING &<br>COMMUNICATION     | R 11 366 868     | R 2 042 264          | R 9 324 604    | 18%        | R 3 560 402         | R 2 042 264       | R 1 518 137    | 57%        |  |
| MAINTENANCE<br>SERVICES          | R 119 218 130    | R 33 271 189         | R 85 946 940   | 28%        | R 33 756 425        | R 33 271 189      | R 485 235      | 99%        |  |
| TRANSPORT<br>SUPPORT<br>SERVICES | R 226 862 366    | R 46 595 654         | R 180 266 712  | 21%        | R 56 681 094        | R 46 595 654      | R 10 085 440   | 82%        |  |
| PERMANENT<br>SERVICES            | R 334 251 707    | R 58 854 049         | R 275 397 658  | 18%        | R 84 160 978        | R 58 854 049      | R 25 306 929   | 70%        |  |
| VIP POOL<br>SERVICES             | R 16 212 893     | R 4 171 104          | R 12 041 789   | 26%        | R 3 914 342         | R 4 171 104       | -R 256 762     | 107%       |  |
| GRAND TOTAL                      | R 822 950 461    | R 156 834 214        | R 666 116 247  | 19%        | R 203 000 629       | R 156 834 214     | R 46 166 415   | 77%        |  |

**3. NON-FINANCIAL PERFORMANCE**

**3.1 OVERVIEW OF PROGRAMME STRUCTURE**

The performance activities of g-Fleet 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                 |
|   |  | MAINTENANCE                |
|   |  | TRANSPORT SUPPORT SERVICES |
| <b>2. FINANCIAL MANAGEMENT</b>            |  | ICT                        |
|   |  | 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 fleet to meet their needs by servicing 80% of vehicles per schedule and by buying and selling vehicles to maintain the average age of the fleet at four years

| Performance Indicator                                     | Audited Baseline | 2017/18 Annual Target | Quarter 1 |                     | Deviation from Target |      | Reason for Deviation   | Proposed Intervention  |
|---|------------------|-----------------------|-----------|---------------------|-----------------------|------|--|--|
|   |                  |                       | Planned   | Actual              | Unit                  | %    |  |  |
| Average age of allocated fleet                            | ≤4 Years         | ≤4 Years              | ≤4 years  | 3.7 years           | 0.3 years             | 7.5% | Despite the positive result, the slight increase from the previous quarter can be attributed to the inability to access FIS to update vehicle statuses.                          | Fast track the procurement of new/replacement vehicles.  |
| Percentage of vehicles compliant to scheduled maintenance | 70%              | 80%                   | 80%       | 48% (2753 vehicles) | 881 vehicles          | -32% | Poor quality of the report from the contractor which makes the information incomplete and unreliable.<br><br>Failure by the service provider to live up to SLA on RT46 contract. | The Entity wrote to the service provider warning them that the entity will raise the matter with the National Treasury if no improvement.<br><br>The accounting Officer has escalated the matter to National Treasury proposing to stop paying admin fees. |

**NB: Information received from Transit Solution is incomplete (services conducted on client code 18199364 not provided)**  
**Stannic needs more time to work on the projected maintenance report**

**SIGNED OFF:**

Director: Permanent Fleet



Director: Fleet Maintenance



### 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 of 20 days.**

| Performance Indicator  | Audited Baseline | 2017/18 Annual Target | Quarter 4  |              | Deviation from Target |       | Reason for Deviation   | Proposed Intervention  |
|--|------------------|-----------------------|------------|--------------|-----------------------|-------|--|--|
|  |                  |                       | Planned    | Actual       | Unit                  | %     |  |  |
| Percentage of in-service vehicles tracked.                   | 90%              | 93%                   | 93% (6492) | 91.6% (6397) | 95                    | -1.4% | Have tracking units on hand not yet installed in the new vehicles at Permanent Section<br><br>(Total Current Fleet = 7197 less the exempt vehicles of 216 = 6981)<br><br>100%<br>In-service = 6981<br><br>Exempt vehicles:<br>NPA 105<br>Justice 96<br>Premier 9<br>Mineral Resources 6<br>Total = 216 | To install the tracking units on hand in the New Vehicles at Permanent Section |
| Average turnaround time for accidents and mechanical repairs | 20 Days          | 20 Days               | 20 Days    | 17 Days      | +3 Days               | +10%  | Close management of merchants to reduce turnaround times.  |  |

**SIGNED OFF:**

Director: Transport Support Services



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                                   | 2017/18 Annual Target   | Quarter 1                         |                  | Deviation from Target |         | Reason for Deviation  | Proposed Intervention  |
|---|--|---|-----------------------------------|------------------|-----------------------|---------|---|--|
|   |  |   | Planned                           | Actual           | Unit                  | %       |   |  |
| Average number of business days from delivery of vehicle to active vehicle contract (permanent vehicles only) | 25 working days                                    | 20 business days  | 20 business days                  | 23 business days | 3 days                | 15%     | Due to the unavailability of FIS, had to revert to manual record keeping. This negatively impacted the turn-around times of daily activities. | Prioritise the FIS challenges.   |
| Average rental utilisation of available VIP self-drive  | Average rental utilisation of 65%                  | Average rental utilisation of 67%   | Average rental utilisation of 67% | 51.57%           | -                     | -15.43% | In the last financial year there was only one combined KPI for rental services. The score was averaged hence the lower score was not evident. | Improve turnaround times from repairs.<br>Remove from list vehicles designated for Auction.<br>Adjust fleet size to match client demand. |
| Average rental utilisation of Pool fleet.   | Average rental utilisation of 65%                  | Average rental utilisation of 67%   | Average rental utilisation of 67% | 74.50%           | -                     | +7.50%  | In the last financial year there was only one combined KPI for rental services. The score was averaged hence the higher score was not evident | -  |
| Annual Tariff structure submitted to Treasury for approval  | Reviewed Tariff submitted to Treasury for approval | Implementation of the approved tariff.<br>Review of tariff for 18/19 for submission to Treasury for approval. | -                                 | -                | -                     | -       | -   | -  |
| Development of sustainability model   | Approved sustainability model                      | Phase 1 implementation of sustainability model.   | -                                 | -                | -                     | -       | -   | -  |



| Performance Indicator                      | Audited Baseline | 2017/18 Annual Target | Quarter 1     |                             | Deviation from Target |     | Reason for Deviation  | Proposed Intervention   |
|--|------------------|-----------------------|---------------|-----------------------------|-----------------------|-----|---|---|
|  |                  |                       | Planned       | Actual                      | Unit                  | %   |   |   |
| Percentage decrease in average debtor days | 15%              | 20%                   | 20% (95 days) | Increased by 17% (139 days) | 44 days               | 46% | Late billing due to FIS v3 challenges. Incorrect billing delaying payments. GPG health not honouring their R90m debt. OCJ still to settle their account balance amounting R50m from previous year. DHA still to pay 24m | The entity to intervene by getting GESS to support the system. Hand over Health, OCJ and DHA to HoD's office for intervention. Start the process of suspending petrol cards for non-paying customers. |

**SIGNED OFF:**

Director: Permanent Fleet



Director: VIP and Pool Services



Director: Finance



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

| Performance Indicator  | Audited Baseline             | 2017/18 Annual Target                  | Quarter 1 |                          | Deviation from Target             |        | Reason for Deviation   | Proposed Intervention   |
|--|------------------------------|--|-----------|--------------------------|-----------------------------------|--------|--|---|
|  |                              |  | Planned   | Actual                   | Unit                              | %      |  |   |
| Percentage of undisputed invoices paid within 30 days from receipt of invoice. | 100%                         | 100%                                   | 100%      | 74%(290 invoices of 392) | 102 invoices paid outside 30 days | 26%    | SAP users not processing invoices on time.                                       | SAP logs to be closely monitored on a weekly basis with a view to identify and push users who are delaying payments. Culpits will be made to account for delaying payments. |
| Audit outcome (Auditor-General)  | Unqualified audit opinion    | Unqualified audit for 16/17            | -         | -                        | -                                 | -      | -  | -   |
| Implementation of ICT Strategy / Plan  | Approved ICT Strategy by HOD | Phase 1 implementation of ICT Strategy | -         | -                        | -                                 | -      | -  | -   |
| Percentage of maintenance spend on (automotive) township businesses.           | 2%                           | 4%                                     | 4%        | 2.63% (R337 893.99)      | R176013.22                        | -1.37% | Low number of Township Businesses registered/approved with the Service Provider. | To engage with the service provider to identify and sign up more township businesses.   |

**SIGNED OFF:**

Director: Finance



Deputy Director: ICT



Director: Fleet Maintenance

