



GAUTENG PROVINCE
ROADS AND TRANSPORT
REPUBLIC OF SOUTH AFRICA

**g-Fleet MANAGEMENT 15 / 16 FINANCIAL YEAR QUARTERLY PERFORMANCE REPORT
(01 JULY – 30 SEPTEMBER 2015)**

Authorised by:
Mr. C. A. Chikane
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Signature: 

Date: Achung CEO, 15/10/2015

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Mr. C. A. Chikane

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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 2014/15 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 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-Fleet's vehicles by clients'.

1.3 UPDATED SITUATIONAL ANALYSIS

1.3.1 Improvement of Performance in 2015/16 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. The planned strategic interventions have been outlined below in the latter section reported under on the service delivery environment.

1.3.2 Service Delivery Environment

g-Fleet Management's core purpose is to respond to client Departments' requirements for fleet management and vehicle related services. The service delivery environment overview for the year under review will focus on three key areas, i.e. client demand, supplier/strategic partnership involvement and competitor analysis.

The entity planned to order 350 vehicles for the quarter under review. The entity ordered a total of 451 vehicles. This was due to a concerted effort made to clear all FML quotation backlogs.

Of the 97% (265 vehicles) planned target for the quarter, 99% (269) of VIP vehicles were rented to clients and from the planned 96% (843) POOL vehicles, 99 % (868) Pool vehicles were actually rented to clients during the quarter under review.

Also key changes to the service delivery environment during the year will be the review of existing systems and processes to address the current challenges (project already initiated) and the subsequent introduction of new suitable systems in the short to medium term. The issues of governance and compliance are one of the **nine (9) Turnaround Focal areas**, which cover the following:

- a. **Strategic Direction & Focus:** the review and alignment of the strategy to consolidate and improve services provided to current clients via the Turnaround Strategy.
- b. **Customer Relationship Management:** the establishment of suitable strategies and interventions to develop, improve and strengthen the relationship with client Departments.

- c. **Stakeholder Management & Strategic Partnerships:** the establishment and enhancement of relations with key stakeholders (e.g. Staff, Organised Labour, Legislature Committees, Provincial Treasury, Office of the AG, Media, etc.) during the financial year.
- d. **Revenue Enhancement & Debt Management:** the development of relevant strategies to improve Revenue (billing & collection) and Debt Management measures to improve the prevailing situation and legislative compliance.
- e. **Cost Containment:** Ongoing management and monitoring of budget vs. expenditure will improve the entity's sustainability.
- f. **Asset Management & Maximised Utilisation:** adequate systems and measures to improve asset management, both movable and immovable will be implemented to ensure that the utilization of all assets is maximized to provide favourable return on investment.
- g. **Corporate Governance:** the establishment of suitable governance structures and systems, to support compliance with legislation and good governance principles.
- h. **Internal Controls, Systems & Processes:** ongoing review and improvements to existing internal controls, systems and processes will ensure that the entity can operate at world-class standards by 31 March 2015.
- i. **Robust Risk Management:** the establishment of suitable policies, systems and measures to pro-actively manage all key risks, which may have a negative impact on the organization achieving its set objectives and targets

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) and has been in existence for more than 7 years. The main aim of the entity is to provide motor transportation services to all government departments both at provincial 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 or 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 either for a period equal to the economic life cycle of each class or type of vehicle or for a period stipulated by the client (on Full Maintenance Lease contracts).

In return g-Fleet charges a daily, monthly and/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 Wesbank merchants, in line with the National Treasury RT46 Contract. The RT 46 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 written-off and sold through a public auction.

1.4.2 Overview of Service Network

The entity also operates four (4) Regional offices namely in Kwa-Zulu Natal, Eastern Cape, Western Cape and the Free State. These mainly service regional and district offices of Gauteng-based National Departments, who are key clients of g-Fleet. As part of the Turnaround strategy, more emphasis will be directed at ensuring that the Regional offices have adequate capacity and fleet, to meet all client needs at the various regions/districts.

Decisions regarding the possible expansion of regional offices will be considered, based on the success of the Turnaround Strategy and its implementation.

These Regional Offices were previously not included in the organisational structure of the entity which has now been addressed in the approved structure.

1.4.3 Overview Staff Complement

Analysis of the current profile of employees indicates that 71% (or 189) of g-Fleet employees are permanent employees, whilst 29% (or 78) are employed on a contract basis. The recruitment process is in progress.

1.4.4 Summary of Posts and Vacancies

Staff Categories	Number	Percentage
	Q2	Q2
Total posts on approved structure	332	100%
Total staff complement	267	80%
Number of professional and managerial posts	9	3%
Number of professional and managerial posts filled	8	2%
Number of excess staff	0	0%
Number of positions filled by permanent staff	189	71%
Number of positions filled by contract staff	78	29%
Number of vacant positions excluding contract workers	67	14%
Number of vacant positions including contract workers	145	43%

1.4.5 Summary of Disciplinary Procedures

Status	Discipline	Appeals	Conciliation	Arbitration	Grievances	Disputes
Number Lodged	nil	nil	nil	4	1	1
Number Concluded	nil	nil	nil	nil	nil	nil
Number Outstanding	nil	nil	nil	nil	nil	nil

2. FINANCIAL PERFORMANCE

2.1 ANNUAL BUDGET: FUNDING

2nd QUARTER PERFORMANCE REPORT FOR THE 2015-16FY	TOTAL BUDGET YEAR TO DATE REPORT					QUARTER 2 APP REPORT				
	ANNUAL BUDGET	PRIOR YEAR EXPENDITURE	ACTUAL SPEND	TOTAL VARIANCE	% DIFF	BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT	
ANNUAL APPROVED BUDGET	R 919,378,501	25 060 173	224 029 033	670 289 295	63%	188,697,246	126 402 295	61 497 791	67%	
RESPONSIBLE MEC	MEC Roads and Transport – Dr. Ismail Vadi									
ADMINISTERING DEPARTMENT	Provincial Department of Roads and Transport									
ACCOUNTING OFFICER	HOD Roads and Transport – Mr. Ronald Swartz									

2.2 REVENUE INVOICING: BILLING

APP REPORT 2015-16FY	TOTAL BUDGET YEAR TO DATE REPORT				QUARTER 2 APP REPORT			
LEASING OF VEHICLES	ANNUAL BUDGET	ACTUAL BILLING	TOTAL VARIANCE	% DIFF	BUDGET BILLING	ACTUAL BILLIED	TOTAL VARIANCE	% DIFF
REVENUE - EXCHANGE	R 793 206 176	R 349 172 623	R 444 033 553	56%	R 194 080 268	R 162 853 839	R 31 226 429	84%

GRAND TOTAL	R 793 206 176	R 349 172 623	R 444 033 553	56%	R 194 080 268	R 162 853 839	R 31 226 429	84%
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2.3 REVENUE COLLECTIONS: RECEIPTS

APP REPORT 2015-16FY	TOTAL BUDGET YEAR TO DATE REPORT				QUARTER 2 APP REPORT			
	ANNUAL BUDGET	ACTUAL COLLECTIONS	TOTAL VARIANCE	% DIFF	BUDGETED COLLECTIONS	ACTUAL COLLECTIONS	TOTAL VARIANCE	% DIFF
LEASING OF VEHICLES								
REVENUE - EXCHANGE	R 793 206 176	R 388 852 820	R 404 353 356	51%	R 194 080 268	R 178 441 910	R 15 638 358	92%
REVENUE – NON EXCHANGE	R 192 305 121	R 6 565 545	R 185 739 576	97%	R 62 653 031	R 2 853 727	R 59 799 304	5%
TRANSPORT FEES	0	R 620 250	-R 620 250	0%	0	R 267 654	-R 267 654	0%
AUCTION FEES	R 17 500 000	R 26 748 887	-R 9 248 887	-53%	R 5 331 843	R 24 557 517	-R 19 225 674	461%
GRAND TOTAL	R 1 003 011 297	R 422 787 503	R 580 223 794	58%	R 262 065 142	R 206 120 807	R 55 944 335	79%

2.4 EXPENDITURE: PER PROGRAMME

The table below classifies the third 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:

- Compensation for Employees.
- Prior Year Costs.
- Current Year Goods and Services.

APP REPORT 2015-16FY		YEAR TO DATE RESULTS				2ND QUARTER RESULTS			
PER PROGRAMME	ANNUAL BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% UNSPENT	QUARTERLY BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT	
OFFICE OF THE CEO	R 3 449 504	R 992 572	R 2 456 932	71%	R 802 532	R 428 566	R 373 966	53%	
OFFICE OF THE CFO	R 22 781 186	R 14 496 191	R 8 284 996	36%	R 5 606 757	R 9 386 393	-R 3 779 636	167%	
OPERATIONS AND CORPORATE SERVICES	R 893 147 811	R 233 600 444	R 659 547 367	74%	R 182 287 957	116 587 337	R 65 700 621	64%	
GRAND TOTAL	R 919 378 501	R 249 089 206	R 670 289 294	73%	R 188 697 246	R 126 402 295	R 62 294 951	67%	

2.5 EXPENDITURE: PER BUSINESS UNIT

APP REPORT 2015-16 FY		YEAR TO DATE RESULTS				2ND QUARTER RESULTS			
PER BUSINESS UNIT	ANNUAL BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% UNSPENT	QUARTERLY BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT	
OFFICE OF THE CEO	R 3 449 504	R 978 910	R 2 470 594	72%	R 802 532	R 428 566	R 373 966	53%	
OFFICE OF THE COO	R 1 948 536	R 561 521	R 1 387 016	71%	R 491 058	R 239 281	R 251 777	49%	
OFFICE OF THE CFO	R 22 781 186	R 13 928 918	R 8 852 269	39%	R 5 606 757	R 9 386 393	-R 3 779 636	167%	
CORPORATE SERVICES	R 142 942 205	R 12 961 835	R 129 980 371	91%	R 29 647 484	R 6 889 998	R 22 757 486	23%	
MARKETING & COMMUNICATION	R 10 920 255	R 4 808 895	R 6 111 360	56%	R 2 553 800	R 2 713 780	-R 159 980	106%	
MAINTENANCE SERVICES	R 107 726 659	R 45 603 138	R 62 123 521	58%	R 22 141 882	R 27 301 774	-R 5 159 893	123%	
TRANSPORT SUPPORT SERVICES	R 214 378 878	R 82 004 645	R 132 374 233	62%	R 43 355 006	R 51 840 303	-R 8 485 297	120%	
PERMANENT SERVICES	R 398 773 423	R 5 6342 372	R 342 431 051	86%	R 80 000 160	R 24 885 512	R 55 114 648	31%	
VIP POOL SERVICES	R 16 457 854	R 6 838 801	R 9 619 053	58%	R 4 098 567	R 2 716 688	R 1 381 879	66%	
PRIOR PERIOD COTS	0	25060173	-25060173	-100%					
GRAND TOTAL	R 919 378 501	R 249 089 206	R 670 289 294	73%	R 188 697 246	R 126 402 295	R 62 294 951	67%	

THE ABOVE PRIOR PERIOD COSTS RELATES TO THE FOLLOWING EXPENDITURE PER BUSINESS UNIT:-

APP REPORT 2015-16 FY		PRIOR PERIOD COSTS	
PER BUSINESS UNIT	ACTUAL SPEND	% SHARE	
OFFICE OF THE CEO	R 13 662	0.05%	
OFFICE OF THE COO	R 0	0.00%	
OFFICE OF THE CFO	R 567 273	2.26%	
CORPORATE SERVICES	R 483 810	1.93%	
MARKETING & COMMUNICATION	R 65 773	0.26%	
MAINTENANCE SERVICES	R 8 312 479	33.17%	
TRANSPORT SUPPORT SERVICES	R 13 343 030	53.24%	
PERMANENT SERVICES	R 2 273 546	9.07%	
VIP POOL SERVICES	R 600	0.00%	
GRAND TOTAL	R 25 060 173	100 %	

3. NON-FINANCIAL PERFORMANCE

3.1 OVERVIEW OF PROGRAMME STRUCTURE

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

SERVICE DELIVERY PROGRAMME	NO.	PROGRAMME STRUCTURE
1. OPERATIONAL MANAGEMENT SERVICES	1.1	PERMANENT FLEET SERVICES
	1.2	VIP / POOL
2. FINANCIAL MANAGEMENT SERVICES	2.1	FINANCIAL MANAGEMENT SERVICES

3.2 SERVICE DELIVERY PERFORMANCE

3.2.1 OPERATIONAL MANAGEMENT SERVICES - PERMANENT FLEET SERVICES

STRATEGIC OBJECTIVE – TO RENEW THE FLEET IN ORDER TO KEEP THE AVERAGE AGE AT 3 YEARS.

STRATEGIC OUTCOME: TO PROVIDE AN IMPROVED, EFFICIENT, RELIABLE, SAFE, ACCESSIBLE AND COST EFFECTIVE AND MARKET RESPONSIVE FLEET SERVICES SUITED TO CLIENT NEEDS.

Measurable Objective	Performance Measure	Audited Baseline	2015/16 Annual Target	Quarter 2		Deviation from Target		Reason for Deviation	Proposed Intervention
				Planned Q2	Actual Q2	Unit	%		
To Renew the fleet in order to keep the fleet average age at 3 years	The no. of vehicles ordered by 31 March 2016	1095 vehicles replaced (13/14 audited) 1196 vehicles acquired.	1500 Vehicles to be ordered	350 Vehicles to be ordered	451 Vehicles ordered	101	128%	A concerted effort was made to clear the FML quotation backlog through intense engagements with internal stakeholders as well as extensive follow-ups with client departments to submit requisitions and signed FML quotations.	Intensify engagements with clients to fast track the return of signed FML quotations.

Signed Off: Director: Permanent Fleet: 

COO: VICTOR MHANCWANA



3.2.2 OPERATIONAL MANAGEMENT SERVICES – VIP / POOL FLEET SERVICES

STRATEGIC OBJECTIVE: TO PROVIDE AN IMPROVED, EFFICIENT, RELIABLE, SAFE, ACCESSIBLE AND COST EFFECTIVE AND MARKET RESPONSIVE FLEET SERVICES SUITED TO CLIENT NEEDS.

STRATEGIC OUTCOME: IMPROVED UTILISATION AND REVENUE GENERATION OF VIP AND POOL FLEET

Measurable Objective	Performance Measure	Audited Baseline	2015/16 Annual Target	Quarter 2		Deviation from Target		Reason for Deviation	Proposed Intervention
				Planned Q2	Actual Q2	Unit	%		
To efficiently rent out VIP vehicles to clients	Total % of active VIP fleet rented out to clients by 31 March 2016	98.1% (13/14 audited) 97.8% of active VIP vehicles rented to clients	97% of active VIP vehicles rented to clients (359 Vehicles)	97% of active VIP vehicles rented to clients (265 Vehicles)	99% of active VIP vehicles rented to clients (269 vehicles)	+4	+2%	-	-
To efficiently rent out POOL vehicles to clients.	Total % of active POOL fleet rented out to clients by 31 March 2016	99.5% (13/14 audited) 99% of active POOL vehicles rented to clients.	96% of active POOL vehicles rented to clients. (989 Vehicles)	96% of active POOL vehicles rented to clients. (843 vehicles)	99% of active POOL vehicles rented to clients (868 vehicles)	+25	+3%	-	-

NOTE: According to the Audit finding 2014/2015, the unit need to revise its reporting. We have revised a new Measurable Objective; this will form part of the g-Fleet Managements new APP and Strategy. Until the APP is changed, the unit continue reporting in line with the aligned APP.

Signed Off: Director: VIP and POOL:



COO : VICTOR MHLANGWANA



3.2.3 FINANCIAL MANAGEMENT SERVICES

STRATEGIC OBJECTIVE: TO ENSURE SOUND FINANCIAL MANAGEMENT AND CORPORATE GOVERNANCE

**STRATEGIC OUTCOME: TO DEMONSTRATE GOOD STEWARDSHIP AND EFFECTIVE UTILIZATION OF THE FINANCIAL RESOURCES ENTRUSTED TO THE ENTITY.
TO PROMOTE ECONOMIC TRANSFORMATION THROUGH INCREASED OPPORTUNITIES FOR BBEE AND SMME DEVELOPMENT WITHIN THE ECONOMY.**

Measurable Objective	Performance Measure	Audited Baseline	2015/16 Annual Target	Quarter 2		Deviation from Target		Reason for Deviation	Proposed Intervention
				Planned Q2	Actual Q2	Unit	%		
To monitor and effectively manage the cash flow including all liabilities of the entity.	No. of supplier invoice payment days by 31 March 2016	2 474 payments made within 30 days (2 596) – 13/14 audited) 2187 payments made within 30 days (2 265)	30 payment of invoice from the date of receipt	Payments made within 30 days	220 payments within 30 days (baseline: 307 payments)	87 payments	28.3%	FNB system downtime due to Java problems. Server crashed impacting on uploading payment file to FNB. Finance unit not realising that payments could have been made without the server as a different path could have been used to save the payment file for uploading on FNB.	Report the constant problem to Treasury – zero downtime period must be achieved. Finance needed not rely on server for uploading of payment files as other paths could have been used to save the payment file before uploading to Pastel.

Measurable Objective	Performance Measure	Audited Baseline	2015/16 Annual Target	Quarter 2		Deviation from Target		Reason for Deviation	Proposed Intervention						
				Planned Q2	Actual Q2	Unit	%								
To empower BBBEE service providers and achieve the BBBEE expenditure targets	Historically Disadvantaged Individuals	% of BBBEE expenditure awarded to: HDI 24% (13/14 audited) HDI - 57% (R8 435 689.28) Women 14% (13/14 audited) Women - 20% (R2 976 245.42)	% of BBBEE expenditure awarded to: HDI - 80% Women - 30%	Total expenditure: R2 102 448.25	80% 53% (R1 114 297)	(R567661)	-27%	Limited HDIs Owned Companies for specialised services Limited Women Owned Companies	HDI, Women, Youth and PWD companies to be invited more often						
										Women Owned	Youth 11% (13/14 audited) Youth - 17% (R2 462 634.61)	Women - 30%	30% 28% (R588 685)	(R4 2049)	-2%
										Youth Owned	PWD 4% (13/14 audited) PWD - 3% (R366 871.40)	Youth - 10%	10% 15% (R315 367)	R105 122	+5%
										People with Disabilities	Adverse Opinion (13/14 audited)	PWD - 2%	2% 3% (R63 073)	R21024	+1%
To achieve a clean audit annually	X1 Clean Audit Report Annually	Adverse Opinion (13/14 audited)	X1 Clean Audit Report	-	-	-	-	-	-						

Signed Off: Director: Finance:



Signed Off: ASD:SCM:



