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**g-Fleet MANAGEMENT 2018/19 FINANCIAL YEAR FOURTH QUARTER PERFORMANCE REPORT  
(01 JANUARY – 31 MARCH 2019)**

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Supported by:

  
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Date: 06/05/2019

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**TABLE OF CONTENTS**

<b>1.</b>	<b>TRADING ENTITY PERFORMANCE.....</b>	<b>3</b>
<b>1.1</b>	<b>OVERVIEW BY CHIEF EXECUTIVE OFFICER.....</b>	<b>3-4</b>
<b>1.2</b>	<b>REVISIONS TO LEGISLATIVE, POLICY AND OTHER MANDATES.....</b>	<b>5</b>
<b>1.3</b>	<b>UPDATED SITUATIONAL ANALYSIS.....</b>	<b>6</b>
<b>1.4</b>	<b>OVERVIEW OF ORGANISATIONAL ENVIRONMENT.....</b>	<b>7-8</b>
<b>2.</b>	<b>FINANCIAL PERFORMANCE.....</b>	<b>9</b>
<b>2.1</b>	<b>ANNUAL BUDGET: FUNDING.....</b>	<b>9</b>
<b>2.2</b>	<b>REVENUE INVOICING: BILLING.....</b>	<b>9</b>
<b>2.3</b>	<b>REVENUE COLLECTIONS: RECEIPTS.....</b>	<b>10</b>
<b>2.4</b>	<b>EXPENDITURE: PER PROGRAMME.....</b>	<b>10-11</b>
<b>2.5</b>	<b>EXPENDITURE: PER BUSINESS UNIT.....</b>	<b>12</b>
<b>3.</b>	<b>NON-FINANCIAL PERFORMANCE.....</b>	<b>13</b>
<b>3.1</b>	<b>OVERVIEW OF PROGRAMME STRUCTURE.....</b>	<b>13</b>
<b>3.2</b>	<b>SERVICE DELIVERY PERFORMANCE.....</b>	<b>14-20</b>

## **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 2018/19 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 2018/19 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 due to the procurement of new vehicles and the disposal of the redundant vehicles.

The Entity achieved 97% against the 80% of the planned target for percentage of vehicles auctioned. The publishing of the auction and word of mouth is gradually yielding results as the public is now becoming more aware of the Entity's auction.

The Entity tracked 93.1% of in-service vehicles against the planned target of 93%.

Due to the misalignment of accident repairs process with the service provider, the Entity's turnaround time for accidents and mechanical repairs was 32 days.

The planned target for number of days for vehicle preparation is 20 business days, due to concerted efforts and interventions throughout the year, the Entity achieved this target by preparing vehicles within 19 days.

The Entity did not achieve the 67% of average rental utilisation for VIP self-drive vehicles and only achieved 44.66% due to a decrease in client demand.

The Entity achieved 74.65% against the 67% planned target of average rental utilisation for Pool services due to increased demand from clients.

The Entity achieved the 4% of the planned target for percentage of maintenance expenditure on Gauteng township business (automotive). This was due to the continuous monitoring of the engagement mandate as implemented.

## **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.

### 1.4.3 Overview Staff Complement

An analysis of the current profile of employees indicate that 77% (212) of g-Fleet employees are permanent employees, whilst 3% or (7) are employed on a contract basis. The recruitment process will continue as the moratorium on vacant posts has been lifted.

### 1.4.4 Summary of Posts and Vacancies

Staff Categories	Number	Percentage
	Q4	Q4
Total posts on approved structure	275	100%
Total staff complement	219	80%
Number of professional and managerial posts	8	3%
Number of professional and managerial posts filled	5	2%
Number of excess staff	0	0%
Number of positions filled by permanent staff	212	77%
Number of positions filled by contract staff	7	3%
Number of vacant positions excluding contract workers	56	20%
Number of vacant positions including contract workers	56+7= (63)	23%

### 1.4.5 Summary of Disciplinary Procedures

Status	Discipline	Appeals	Conciliation	Arbitration	Grievances	Disputes
Number Lodged	4	1	Nil	1	1	1
Number Concluded	3	1	Nil	Nil	Nil	Nil
Number Outstanding	1	Nil	Nil	1	1	1



## 2. FINANCIAL PERFORMANCE

### 2.1 ANNUAL BUDGET: FUNDING

4TH QUARTER PERFORMANCE REPORT FOR THE 2018/19 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 944,620,218	R 917,330,266	R 27,289,952	97%	R 299,610,872	R 325,573,108	-R 25,962,236	109%
RESPONSIBLE MEC	MEC Roads and Transport – Dr. Ismail Vadi							
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 2018/19 FY	TOTAL BUDGET YEAR TO DATE REPORT				QUARTER 4 APP REPORT			
	ANNUAL BUDGET	ACTUAL BILLING	TOTAL VARIANCE	% ACTUAL	BUDGET BILLING	ACTUAL BILLED	TOTAL VARIANCE	% ACTUAL
LEASING OF VEHICLES								
REVENUE - EXCHANGE	R 836,000,000	R 830,918,963	R 5,081,037	99%	R 209,000,000	R 203,727,639	R 5,272,361	97%
GRAND TOTAL	R 836,000,000	R 830,918,963	R 5,081,037	99%	R 209,000,000	R 203,727,639	R 5,272,361	97%

### 2.3 REVENUE COLLECTIONS: RECEIPTS

APP REPORT 2018/19 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 836,000,000	R 865,055,732	-R 29,055,732	103%	R 209,000,000	R 217,312,180	-R 8,312,180	104%	
REVENUE – NON- EXCHANGE	R 42,000,000	R 56,085,420	-R 14,085,420	134%	R 10,500,000	R 14,643,094	-R 4,143,094	139%	
TRANSPORT FEES	R 1,500,000	R 1,898,661	-R 398,661	127%	R 375,000	R 464,800	-R 89,800	124%	
AUCTION FEES	R 63,945,000	R 112,538,980	-R 48,593,980	176%	R 15,986,250	R 79,059,815	-R 63,073,565	495%	
<b>GRAND TOTAL</b>	<b>R 943,445,000</b>	<b>R 1,035,578,793</b>	<b>-R 92,133,793</b>	<b>110%</b>	<b>R 235,861,250</b>	<b>R 311,479,889</b>	<b>-R 75,618,639</b>	<b>132%</b>	

### 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 2018/19 FY		YEAR TO DATE RESULTS					QUARTER 4 RESULTS				
PER PROGRAMME	ANNUAL BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT	QUARTERLY BUDGET	ACTUAL SPEND	TOTAL VARIANCE	% SPENT			
OFFICE OF THE CEO	R 3,370,861	R 3,212,548	R 158,313	95%	R 982,454	R 1,001,795	-R 19,341	102%			
OFFICE OF THE CFO	R 8,891,043	R 6,647,337	R 2,243,706	75%	R 3,879,305	R 1,251,889	R 2,627,416	32%			
FINANCIAL ACCOUNTING	R 15,923,063	R 13,916,525	R 2,006,538	87%	R 4,477,610	R 3,211,520	R 1,266,091	72%			
OPERATIONS AND CORPORATE SERVICES	R 916,435,251	R 893,553,857	R 22,881,394	98%	R 290,271,502	R 320,107,904	-R 29,836,402	110%			
<b>GRAND TOTAL</b>	<b>R 944,620,218</b>	<b>R 917,330,266</b>	<b>R 27,289,952</b>	<b>97%</b>	<b>R 299,610,872</b>	<b>R 325,573,108</b>	<b>-R 25,962,236</b>	<b>109%</b>			

2.5 EXPENDITURE: PER BUSINESS UNIT

APP REPORT 2018/19 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 3,370,861	R 3,212,548	R 158,313	95%	R 982,454	R 1,001,795	-R 19,341	102%			
OFFICE OF THE COO	R 444,325	R 444,884	-R 559	100%	R 120,000	R 124,446	-R 4,446	104%			
OFFICE OF THE CFO	R 8,891,043	R 6,647,337	R 2,243,706	75%	R 3,879,305	R 1,251,889	R 2,627,416	32%			
FINANCIAL ACCOUNTING	R 15,923,063	R 13,916,525	R 2,006,538	87%	R 4,477,610	R 3,211,520	R 1,266,091	72%			
CORPORATE SERVICES	R 60,351,942	R 33,452,557	R 26,899,385	55%	R 26,188,642	R 9,358,872	R 16,829,769	36%			
MARKETING & COMMUNICATION	R 12,256,752	R 10,329,074	R 1,927,678	84%	R 3,859,273	R 2,480,747	R 1,378,526	64%			
MAINTENANCE SERVICES	R 156,008,660	R 138,327,871	R 17,680,789	89%	R 41,485,237	R 41,482,208	R 3,029	100%			
TRANSPORT SUPPORT SERVICES	R 236,785,702	R 230,517,376	R 6,268,326	97%	R 63,459,920	R 65,927,535	-R 2,467,615	104%			
PERMANENT SERVICES	R 429,079,707	R 462,152,819	-R 33,073,112	108%	R 148,421,462	R 196,096,176	-R 47,674,714	132%			
VIP POOL SERVICES	R 21,508,163	R 18,329,275	R 3,178,888	85%	R 6,736,969	R 4,637,920	R 2,099,049	69%			
<b>GRAND TOTAL</b>	<b>R 944,620,218</b>	<b>R 917,330,266</b>	<b>R 27,289,952</b>	<b>97%</b>	<b>R 299,610,872</b>	<b>R 325,573,108</b>	<b>-R 25,962,236</b>	<b>109%</b>			

### 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 SERVICES FLEET MAINTENANCE TRANSPORT SUPPORT SERVICES INFORMATION AND COMMUNICATION TECHNOLOGIES
<b>2. FINANCIAL MANAGEMENT</b>	FINANCE

3.2 SERVICE DELIVERY PERFORMANCE

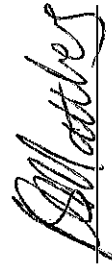
3.2.1 OPERATIONAL MANAGEMENT SERVICES

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

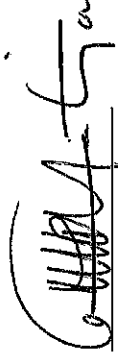
STRATEGIC OBJECTIVE 1: Provide clients with reliable and cost effective fleet.

Performance Indicator	Audited Baseline	2018/19 Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Deviation from Target		Reason for Deviation	Proposed Intervention
			Actual	Planned	Actual	Planned	Actual	Planned	Unit	%				
Average age of fleet	≤4 Years	≤4 Years	3.5 Years	≤4 Years	3.7 Years	≤4 Years	3.6 Years	3.7 Years	≤4 Years	3.6 Years	0.9	+10%	The procurement of new vehicles and the disposal of the redundant vehicles resulted in a positive outcome on the age of the entity's fleet.	N/A
Percentage of vehicles auctioned.	New KPI	80%	0	80%	87%	80%	97%	87%	80%	97%	+81	17%	Positive response to advert for auction.	N/A

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 of 20 days and achieving client satisfaction of 70%.**

Performance Indicator	Audited Baseline	2018/19 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%	90.8% (6207)		89.3% (6280)		89.4% (6061)		93%	93.1% (6655)	+14	+0.1%	Total Current Fleet = 7391 less the exempt vehicles of 250 = 7141  100% In-Service Vehicles = 7141  Exempt Vehicles Prosecuting Authority 115 Justice 124 Premier 5 Mineral Resources 6 Total = 250	The new tender to be awarded for the next 3 years
Average turnaround time for accidents and mechanical repairs	20 Days	20 Days	35 Days		38 days		45 days		20 Days	32 Days	-12 Days	-60%	Misalignment of accident repairs process with the service provider.	The accident repairs process has been reviewed, realigned and implemented to improve efficiency (Gauteng Province)  The mandate was also updated with the service provider in line with the new accident repairs process to get the process closer to g-Fleet for better control and efficiency.

Performance Indicator	Audited Baseline	2018/19 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 of client satisfaction level for all g-Fleet's client departments.	89%	70%							70%	74%		+4%	Survey result indicate clients are satisfied with our service by 4% more than targeted	Implementation of recommendations to improve red flagged service offerings

**SIGNED OFF:**

Director: Transport Support Services



Acting Director: Fleet Maintenance



Director: Corporate Services:





**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	2018/19 Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Deviation from Target		Reason for Deviation	Proposed Intervention
			Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	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	30 business days	20 business days	26 business days	20 business days	22 business days	20 business days	19 days	+1	+5%	Concerted effort and interventions throughout the year produced a final positive result.	N/A	
Average percentage of rental days utilised for VIP self-drive vehicles	Average rental utilisation of 67%	Average rental utilisation of 67%	-	Average rental utilisation of 67%	41.67%	Average rental utilisation of 67%	36.99%	Average rental utilisation of 67%	44.66%	N/A	-22.34%	Decrease in client demand.	Regular vehicle replacement.	
Average percentage of rental days utilised for Pool vehicles	Average rental utilisation of 67%	Average rental utilisation of 67%	-	Average rental utilisation of 67%	90.32%	Average rental utilisation of 67%	85.12%	Average rental utilisation of 67%	74.65%	N/A	+7.65%	Elevated demand from clients	None.	
Annual Tariff structure submitted to Treasury for approval	Reviewed Tariff submitted to Treasury for approval	Implementation of the approved tariff. Review of tariff for 19/20 for submission to Treasury for approval.		Implementation of the approved tariff. Review of tariff for 19/20 for submission to Treasury for approval.		Implementation of the approved tariff. Review of tariff for 19/20 for submission to Treasury for approval.		Implementation of the approved tariff. Review of tariff for 19/20 for submission to Treasury for approval.	Approved tariffs structure implemented for 2018/19 FY. Reviewed Annual tariff structure for 2019/20 submitted to Treasury for approval.	NA	N/A	NA	N/A	N/A
Implementation of sustainability model – Phase 2	Phase 1 implementation of sustainability model.	Phase 2 implementation of sustainability model.		Phase 2 implementation of sustainability model.		Phase 2 implementation of sustainability model.		Phase 2 implementation of sustainability model.	Implementation of projects: Communications • Brand and service promotion Development of new brand		50%	Design and layout of Corporate Identity sent to	Further engagements with stakeholders to fast track the completion of Phase 2 projects.	

Performance Indicator	Audited Baseline	2018/19 Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Deviation from Target		Reason for Deviation	Proposed Intervention	
			Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Unit	%			
													<p>Premier's Office who advised that the entity do not change but refine the existing logos. Draft documents done.</p> <p>Team buildings event requires approval to be granted by Treasury</p> <p>CRM -Lack of commitment from e-Gov. The system is finalized but not installed. The training is yet to be conducted before roll-out of the system.</p> <p>eDRMS presentation still to be done by DRT to BAC</p> <p>Phase 2 delayed due to Municipality approval</p> <p>Phase2 and Security Interdependences of other stakeholders in the process of the project have plagued us with the delays we have experienced in this project</p>	<p>Submission for approval sent for signatures. Awaiting approval feedback</p>	
									<ul style="list-style-type: none"> <li>and Corporate Identity Manual for 9-Fleet- Not completed</li> <li>• Change Management : Team building event)- Not completed</li> <li>Wellness</li> <li>•Compulsory Roadshow- Completed</li> <li>•VIP Driver Session – Completed</li> <li>ICT</li> <li>•CRM system – not completed</li> <li>•Market research for FIS completed</li> <li>•eDRMS quotation signed off</li> <li>•Microsoft 365 implemented</li> </ul>						

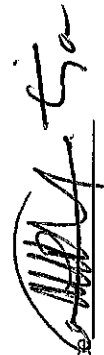
Performance Indicator	Audited Baseline	2018/19 Annual Target	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Deviation from Target		Reason for Deviation	Proposed Intervention
			Actual	Actual	Actual	Actual	Planned	Actual	Unit	%				
Percentage decrease in average debtor days	20%	20%	7%	4.68%	10.71%	20%	13.09%	8	-6.91%				<p>Gauteng department of Health (GDH) and Department of Infrastructure Development (GDID) owe 52% and 7% of the Entity's outstanding debtors respectively. Both departments have since submitted payment plans since they have financial difficulties.</p> <p>Without GDH the Entity would have reduced its average days by 40 days (34%).</p>	<p>1. Enforce the payment plans submitted by both GDH and GDID</p> <p>2. Enforce debtor's management policy and standard operating procedures.</p>

**SIGNED OFF:**

Director: Permanent Fleet



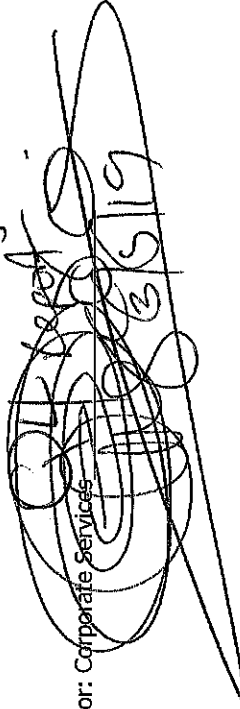
Acting Director: Finance



Acting Director: VIP and Pool Services



Director: Corporate Services



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

Performance Indicator	Audited Baseline	2018/19 Annual Target		Quarter 1		Quarter 2		Quarter 3		Quarter 4		Deviation from Target		Reason for Deviation	Proposed Intervention
		Actual	Target	Actual	Target	Actual	Target	Actual	Target	Unit	%				
Percentage of undisputed invoices paid within 30 days from receipt of invoice.	100%	100%	100%	84%	95%	98%	100%	97%	-3%	-16	97%	100%	-3%	Document Management unit(DMC) within Provincial Treasury misplaces and wrongly scans invoices that are sent for scanning.	Regularly engage DMC on all documents sent for scanning
Audit outcome (Auditor-General)	Unqualified audit opinion	Unqualified audit for 2017/18	Unqualified audit for 2017/18	Unqualified audit for 2017/18	Unqualified audit for 2017/18	Unqualified audit for 2017/18	Unqualified audit for 2017/18	Unqualified audit for 2017/18	Unqualified audit for 2017/18	Unqualified audit for 2017/18	Unqualified audit for 2017/18	Unqualified audit for 2017/18	Unqualified audit for 2017/18		
Phase 2 Implementation of ICT Strategy	Phase 1 Implementation of ICT Strategy	Phase 2 Implementation of ICT Strategy	Phase 2 Implementation of ICT Strategy	Phase 2 Implementation of ICT Strategy	Phase 2 Implementation of ICT Strategy	Phase 2 Implementation of ICT Strategy	Phase 2 Implementation of ICT Strategy	Phase 2 Implementation of ICT Strategy	Phase 2 Implementation of ICT Strategy	Phase 2 Implementation of ICT Strategy	Phase 2 Implementation of ICT Strategy	Phase 2 Implementation of ICT Strategy	Phase 2 Implementation of ICT Strategy	CRM: Lack of commitment from e-Gov. The system is finalized but not installed. The training is yet to be conducted before roll-out of the system.  eDRMS: The approval for additional licenses was referred by BAC to Provincial Treasury, PT advised DRT CIO to consult SITA for the procurement of these additional licenses. The SITA process is at evaluation stage from the first of April 2019.	The system will be fully implemented and training completed by end of Q1 FY 19/20.  The system will be fully implemented and training completed by end of Q2.

Performance Indicator	Audited Baseline	2018/19 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 of maintenance expenditure on Gauteng township businesses (automotive)	4%	4%	6%(R951 810.07)	3.6%	2.4%(R640 655.18)	4%	4%	R827 718.36				N/A	Continuous monitoring of the engagement mandate as implemented.	

**SIGNED OFF:**

Acting Director: Finance



Deputy Director: Information and Communication Technologies



Acting Director: Fleet Maintenance

