

g-FleeT Management

Annual Performance Plan for 2022/23

Date of Tabling
REVISED AS AT DECEMBER 2022



GAUTENG PROVINCE
ROADS AND TRANSPORT
REPUBLIC OF SOUTH AFRICA



Contents

Executive Authority Statement	3
Accounting Officer Statement	4
Official Sign-Off	6
Official Sign-Off	7
Part A: Our Mandate	8
1. Updates to the relevant legislative and policy mandates.....	8
2. Updates to Institutional Policies and Strategies.....	9
3. Updates to Relevant Court Rulings	9
Part B: Our Strategic Focus	9
4. Updated Situation Analysis	9
4.1. External Environment Analysis	12
4.2. Internal Environment.....	16
Part C: Measuring Our Performance	21
5. Institutional Programme Performance Information	21
6. Explanation of planned performance over the medium-term period.....	25
7. Updated Key Risks.....	33
8. Public Entities – Not Applicable	34
9. Infrastructure Projects	34
10. Public Private Partnerships - Not Applicable.....	35
Part D: Technical Indicator Descriptions (TID)	36

Executive Authority Statement

g-FleeT has demonstrated its continued commitment to provide Executive authorities and authorised public servants with fleet services that are accessible, predictable, comfortable, safe and secure. Its Strategic Plan emanates from the organisational changes, operational challenges and the audit opinion issued by the Auditor-General.

This Plan reflects the performance targets for the 2022-23 Financial Year and associated budget for the Entity. It must be noted that g-FleeT is a self-sustainable Entity that generates adequate revenue to cover its operational and administrative costs.

The Annual Budget has been prepared on a conservative budget approach, with minimal adjustments that are based on inflationary increases. The focus of the 2022-23 APP will be to ensure maximum collection and utilisation of its revenue to realise the objectives set out in the Strategic Plan and this Annual Performance Plan. In addition, it shows how the Entity intends to meet these objectives while giving effect to the Strategic Plan developed (by the Management of g-FleeT) for the next three financial years.

The APP 2022/23 is developed in accordance with Treasury prescripts. The implementation of this Plan will be timeously reported on by the trading Entity, to ensure that the planned interventions and objectives are achieved throughout 2022/23, resulting in a more efficient and effective g-FleeT.

This Annual Performance Plan will allow for the planning and execution of g-FleeT's mandate and I look forward to the report on the achievement of the objectives in the Annual Report to follow. I endorse the attached Plan and indicate my support and commitment to ensuring its successful implementation in the 2022/23 financial year.



Ms. Kedibone Diale-Tlabela

Executive Authority of Department of Transport and Logistics

Date: 02/02/2023

Accounting Officer Statement

To support the objectives of the 6th administration in Transport and to grow the Gauteng Economy, the Entity identified key strategic priorities as outlined in the 2020-2025 strategic plan. These key strategic priorities are anchored around three focus areas namely, Infrastructure, Operations and Institutions. The focus areas are underpinned by Technology and ensures compliance to the National Green Transport Strategy.

The President of the country, Honourable Cyril Ramaphosa on 23 March 2020 announced a countrywide lockdown in response to the COVID-19 pandemic. This has completely changed the way business is operating both internally and externally. Movement of people has severely been curtailed. The implication is also an extreme pressure on the government fiscus therefore negatively affecting the financial position of our clients.

COVID-19 and junk status record provides an opportunity for the Entity to radically transform its business operations and environment. In addition, g-Fleet Management will strive to clearly distinguish itself from its peers by offering value add services to its customers.

As such key focus areas, have been identified namely:

- Automation & digitisation,
- Training & development,
- Provision of conducive working environment,
- Improving state of the regional offices,

It is only through aggressive adoption of new technologies that the Entity will move from one spectrum to the other. Systems include automation, digitization and internal controls.

There is a need to develop high-performance culture to maintain excellence in operations. Human Capital Development includes aligning organisational structure strategy, training and development of employees to ensure levels of high performance. The Entity through the Department of Roads and Transport has started the process of reviewing the organizational structure.

In order to improve working conditions, it necessary to provide adequate infrastructure for conducive working environment and ensure contribution to the creation of the friendly environment that is not harmful to the citizens of South Africa. The Phase Two Infrastructure project is scheduled to commence during the 2022/23 financial year.

Finally, the Entity will continue to focus on programmes that improve efficiency & customer service, programmes that maximises return on investment. *(These indicators are very*

important to g-FleeT Management as the Entity does not receive equitable share or any grant allocations), safeguard state assets, reduces carbon footprint, improve client experience, satisfaction and loyalty as well as programmes that enhances clean administration, revitalises township economy and improving debt collection.


Dr. Darion Barclay

Head of Department of Roads and Transport

Official Sign-Off


It is hereby certified that this Revised Annual Performance Plan:

- Was developed by the management of g-Fleet Management under the guidance of Ms. Kedibone Diale-Tlabela
- Takes Into account all the relevant policies, legislation and other mandates for which g-Fleet is responsible
- Accurately reflects the Outcomes and Outputs which g-Fleet Management will endeavour to achieve over the period 2022-2023.


Ms. Ravanne Matthews
Director: Permanent Fleet

Signature: 

Ms. Salomie Jafta
Director: Transport Support Services

Signature: 

Ms. Sherlon Segal
Deputy Director: VIP and Pool

Signature: 

Mr. Douglas Scott
Deputy Director: VIP and Pool

Signature: 

Ms. Matildah Mogotsi
Director: Corporate Services

Signature: 


Mr. Chris Masombuka
Deputy Director: ICT

Signature: 

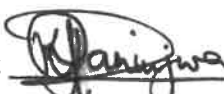
Ms. Andiswa Gingqi
Director: Finance

Signature: 

Mr. Poobalan Govender
Acting Chief Financial Officer: g-Fleet Management

Signature: 

Ms. Noxolo Maninjwa
Chief Executive Officer: g-Fleet Management

Signature: 

Official Sign-Off

It is hereby certified that this Revised Annual Performance Plan:

- Was developed by the management of g-Fleet Management under the guidance of Ms. Kedibone Diale-Tlabela
- Takes into account all the relevant policies, legislation and other mandates for which g-Fleet is responsible
- Accurately reflects the Outcomes and Outputs which g-Fleet Management will endeavour to achieve over the period 2022-2023.

Ms. Hemlata Jugoo

Head Official for Planning

Department: Roads and Transport

Signature: 

Dr. Darion Barclay

Head of Department: Roads and Transport

Signature: 

Approved by:

Ms. Kedibone Diale-Tlabela

Executive Authority: Department of Transport and Logistics

Signature: 

Part A: Our Mandate

1. Updates to the relevant legislative and policy mandates

In accordance with the terms of the Public Finance and Management Act and National Treasury Regulation No. 19 governs the operations of the organization in terms of its policy and reporting framework, establishment, capital requirements, disposal of assets, surrender of surplus funds and financial reporting.

- Transport Circular 1 of 1988

Transport Circular 1 of 1988 – transferred the government motor transport functions and government garages to the provincial administration, following a Cabinet decision, with effect from 1 April 1988.

“The Commission for the Administration is notified under reference 8/12/1/9 of 24 June 1988 that the Cabinet approved on 25 May 1988 that the undermentioned functions of government motor transport from 1 April 1988, be transferred from the Department to the Provincial Administration.

- a) The acquisition and replacement of government and subsidised vehicles.
- b) The award of government motor transport and subsidised vehicles department as required.
- c) The maintenance of government vehicles.
- d) The management of the administration in respect of accidents and losses.
- e) The effective operation of government vehicles.
- f) The operator of department of technical advice.
- g) The receipt, storage and internal distribution of spare parts and consumables supplies.
- h) The regulation of motor transport for official events.
- i) The evaluation of economic utilisation of vehicles.
- j) The operation of a vehicle and information system in respect of government motor transport.

The provincial administration management consequently from the aforesaid date will take over the Government Garages in their respective provinces.”

The Gauteng Provincial Department of Roads and Transport established a government garage trading Entity in 2004, in 2007 the Entity was re-branded as g-Fleet Management.

Government Motor Transport Handbook, Version 1 of 2019

This replaces all previous circulars issued or policies relating to government motor transport, including Transport Circular 4 of 2000.

2. Updates to Institutional Policies and Strategies

To facilitate the smart mobility, the Entity will develop and implement the ICT strategy 2020 – 2025. In addition, the Entity will develop growth and development strategy. The Entity will review the Risk Management Strategy.

3. Updates to Relevant Court Rulings

There were no relevant court ruling that have a significant, ongoing impact on operations or service delivery obligations.

Part B: Our Strategic Focus

4. Updated Situation Analysis

Self-sustainability

Over the past 5 years g-Fleet Management has continued to evolve and transform into a capable and self-sustaining Trading Entity. This is evidenced by a sustained unqualified audit reports with notable improvements on annual basis on liquidity, financial reporting and performance reporting.

b) Revenue Management

Revenue from lease which is a core business of the Entity has increased from **R767,207 million to R824,683** in 2016/17 and 2020/21, this constitutes approximately 7.5% surgent over the 5-year period. Over the preceding MTSF the Entity has also improved the award and expenditure towards designated groups in support of the provincial procurement equity targets. The focus was to increase expenditure on designated groups based on a reformed sourcing strategy.

c) Enhancing Economic Participation

The tables below show the improvement the Entity has achieved in the 2020/21 financial year compared to the 2019/20 financial year:

CONTRACTS AWARDED TO ENTERPRISES OWNED BY: HISTORICALLY DISADVANTAGED INDIVIDUALS					
2019/20			2020/21		
Total Number (#)	Total Percentage (%)	Total Value (R)	Total Number (#)	Total Percentage (%)	Total Value (R)
143	83	81,267,899	170	84	82,405,061

Table 1.3.: Analysis of Awards to HDI's

CONTRACTS AWARDED TO ENTERPRISES OWNED BY: WOMEN					
2019/20			2020/21		
Total Number (#)	Total Percentage (%)	Total Value (R)	Total Number (#)	Total Percentage (%)	Total Value (R)
105	48	32,547,877	119	32	23,709,235

Table 1.4.: Analysis of Awards to Women

CONTRACTS AWARDED TO ENTERPRISES OWNED BY: YOUTH					
2019/20			2020/21		
Total Number (#)	Total Percentage (%)	Total Value (R)	Total Number (#)	Total Percentage (%)	Total Value (R)
43	22	2,885,320	67	14	2,503,278

Table 1.5.: Analysis of Awards to Youth

CONTRACTS AWARDED TO ENTERPRISES OWNED BY: PEOPLE WITH DISABILITIES					
2019/20			2020/21		
Total Number (#)	Total Percentage (%)	Total Value (R)	Total Number (#)	Total Percentage (%)	Total Value (R)
4	2	211,592	2	1	25,980

Table 1.6: Analysis of Awards to PWD's

CONTRACTS AWARDED TO ENTERPRISES OWNED BY: MILITARY VETERANS					
2019/20			2020/21		
Total Number (#)	Total Percentage (%)	Total Value (R)	Total Number (#)	Total Percentage (%)	Total Value (R)
-	-	-	4	1	807,564

Table 1.6: Analysis of Awards to Military Veterans

Source: 2019/20 and 2020/21 Gauteng Department of Roads and Transport Annual Reports

CONTRACTS AWARDED TO ENTERPRISES OWNED BY: TOWNSHIP SUPPLIERS					
2019/20			2020/21		
Total Number of payments (#)	Total Percentage (%)	Total Value (R)	Total Number of payments (#)	Total Percentage (%)	Total Value (R)
102	32	5 012 802,75	66	48	7 877 229,56

Table 1.7: Analysis of Awards to Township Suppliers

Source: 2019/20 and 2020/21 Gauteng Department of Roads and Transport Annual Reports

National Development Plan, 2030 & MTSF

In the next five years, the Entity is committed in making a meaningful contribution towards the priorities of the National Development Plan and Medium-Term Strategic Framework (MTSF). With a keen focus on the below Priorities as set out on the MTSF: -

Priority 1: Building a Capable, Ethical and Developmental State,

Priority 2: Economic Transformation and Job Creation,

Priority 7: A better Africa and World

Government MTSF priorities	Government Outcomes	Responsible g-Fleet Programme Outcomes
Economic transformation and job creation (Speeding up growth and transforming the economy to create decent work and sustainable livelihoods)	Decent employment, through inclusive economic growth	<ul style="list-style-type: none"> Revitalize township economy

Building a capable, ethical and developmental state <i>(Building a developmental state, including improvement of public services and strengthening of democratic institutions)</i>	An efficient, effective and development orientated public service and empowered, fair and inclusive citizenship	<ul style="list-style-type: none"> ▪ Improve efficiency & customer service ▪ Maximise return on investment ▪ Safeguard state assets ▪ Clean administration ▪ Improved debt collection ▪ Improve turnaround times and performance through automation ▪ Improve customer satisfaction and loyalty
A better Africa and world <i>(Pursuing African development and enhanced international cooperation)</i>	Create a better South Africa, a better Africa and a better world Promotion of the energy efficiency and reduction of emission in all transport modes	Reduce the Entity's Carbon footprint

4.1. External Environment Analysis

Market Players

South Africa car rental and leasing market is highly concentrated with the presence of 5 big players constituting majority of the market. Avis Budget Group Inc, Europcar Groupe SA, Hertz Corp, First Car Rental SA and Imperial Holdings Ltd are the major players in the market. The major competition parameters are price, fleet variations, value added services offered, age of the vehicle and ease of availability.

Fleet Management Market Trends

The increasing demand for fleet management has significantly fuelled the growth and profitability of fleet management companies - as more players enters the market, it's becoming more important to stay informed of the latest fleet trends.

- **Evolution of 5G network** - the speed of technological developments that bring about countless new, smart opportunities enriching our lives is unprecedented. 5G allows many

more devices to connect at once, it allows many smarter connected devices to come online, showing the full potential of the Internet of Things (IoT). With the expansion of the 5G network, it enables self-driving cars to make “split-second” decisions, making them safer. These cars can also connect to street lights, other cars, and even respond to any traffic issues.

- **Growth of Telematics & GPS Tracking** - telematics helps fleet managers determine diagnostics levels in real-time. From a customizable dashboard, fleet operators can see where their drivers are in real-time, the health of their vehicles, and make sure their employees are driving safely. Benefits of telematics being:
 - Productivity – can help businesses track and improve their efficiency, profitability, and safety of their fleet and staff.
 - Safety – telematics also allows companies to measure driver behaviour and manage risk and also allows fleet managers are able to check their employees as quickly as possible
 - Management – while tracking maintenance with a spreadsheet, telematics solutions are more efficient and effective. This allows fleet managers to influence driver behaviours, minimize damage, reduce operational costs.
 - Decreasing costs – telematics can significantly reduce costs such as fuel consumption, and extend the maintenance intervals of heavy-wear parts like brakes and tires.
- **Mobility-as-a-service (MaaS)** - MaaS provides access to mobility, with a single payment channel instead of multiple ticketing and payment operations. Particularly, to meet customers’ need, fleet management trend in MaaS facilitates a diverse menu of transport options including public transport, taxi, car rental, and sharing options.

Emerging drivers of MaaS demand include:

- On-demand transport needs (to complement traditional public transport services)
- Needs to reduce the complexity of end-to-end journeys
- Opportunities for public transit agencies to deliver more inclusive transport services and reduce transport poverty
- Enabling digital technologies (consistent with modern lifestyles and adoption of app-based services and ticketing)
- A Millennial generation embracing the sharing economy.

- **Automation vehicles** - the technology of vehicle automation is no longer limited to the R&D drawing boards. Cutting-edge technology like GPS tracking Wi-Fi, and 5G, more and more fleet vehicles will start getting connected to each other on the virtual cloud through data sharing and constant. In the future, a connected fleet will be able to detect, identify and self-diagnose any problems that inhibit the operational efficiency of a fleet vehicle from reaching its full potential.

- **Data security** - Companies need to build processes to store and aggregate their data in a meaningful way, so they can look at trends (such as vehicle utilization, fuel usage, reliability) across different regions and time periods. A critical part of that effort is matching telematics data with data from other sources. For example, combining telematics-based tracking data on vehicle stops with data the company already has about its customers can reveal which customers are contributing to the stops, and whether the company is being fairly compensated for the resulting costs. Better data security help boost the confidence of fleet vehicle operators to take better decisions to boost the operational efficiency of the fleet business.

- **Reducing Emissions:** The competition for fuel efficiency and pressures from emissions tax has led to the supply of eco-friendly vehicles with reduced emissions.

The Customer Survey, 2021

The overall score achieved during the 2021 financial year was 75.04%. The overall score is good considering the challenges the organisation is facing. Some of the key issues highlighted by our customers included:

- Longer turnaround times on authorisation of repairs, accidents & mechanical repairs,
- VIP services not available at a short notice,
- Insufficient training on Fleet Information System (FIS);
- The system (FIS) must fulfil the need of the customer and
- Motor vehicle license disc not delivered on time.

COVID, 19 PANDEMIC & JUNK STATUS

The President of the country, Honourable Cyril Ramaphosa on 23 March 2020 announced a countrywide lockdown in response to the COVID-19 pandemic. This has completely changed the way business is operating both internally and externally. Movement of people has severely been curtailed. The implication is also an extreme pressure on the government fiscus therefore negatively affecting the financial position of our clients.

COVID-19 and junk status record provides an opportunity for the Entity to radically transform its business operations and environment. In addition, g-FleeT Management will strive to clearly distinguish itself from its peers by offering value add services to its customers.

As such key focus areas, have been identified namely:

- Customer care management which is the centre of its operations,
- Automation & digitisation,
- Training & development,
- Conducive working environment,
- Improving state of the regional offices,
- Driver behaviour management,

The Future of Fleet Management

Transforming vehicle and driver data into business value requires companies to think beyond the technology. Big data analysis and management focus is key. Companies need a fleet operations team that knows how to access, analyze, and interpret data, and then use it to make business decisions.

With the right attention, however, organizations can find ways to integrate fleet data with other data sources, improving decision-making, enabling the provision of new services, and boosting value capture.

Finally, new modes of transport are evolving such as ride-sharing, and self-driving vehicles. Uber is one of the world's largest ride-hailing providers, challenges homegrown competitors who have leveraged their better knowledge of local market dynamics to build successful businesses. In the end, the winners in this race will be fleet management companies who provide seamless customer experience at a limited cost.

4.2. Internal Environment

Service Delivery Environment

The Entity is mandated to provide effective, competitive, efficient and reliable fleet services to government departments. These services are offered to all spheres of government. The Entity owned and managed a fleet of approximately six thousand three hundred and five (6305) vehicles as at 31 March 2021 and continued to offer various government departments a variety of fleet management services including:

- Full maintenance leases (FMLs).
- Short-term motor rentals.
- Chauffeur driven.
- Fuel card services (for paying for fuel, toll gate fees etc.).
- Managed maintenance.
- Telematics.
- Accident management.
- Roadside assistance.
- Licence and traffic fines administration.

The concept of “Growing Gauteng Together Through Smart Mobility, 2030” implies that g-Fleet Management must provide client departments with smart fleet management solutions at a cost-effective price to ensure service delivery mandates are not compromised. This will allow the clients departments to serve communities within their areas of work effectively and efficiently. The Entity will continue profile each client department with a view of proactively responding to various client needs.

Organizational Structure and Service Delivery Model

The Entity continues to utilise the organogram approved in 2012. The Entity currently has a vacancy rate of 26% or 71 vacancies out of the total staff establishment of 275. This is above the Department of Public Service and Administration norm of 10%. It must be noted that an approval by MEC has been granted to fill 31 critical positions identified by the Entity. These positions were advertised in December 2021 with a closing date of 28 December 2021. The recruitment process is envisaged to be completed within six (6) months, in line with the Departmental Recruitment and Selection policy.

The Entity through the Department of Roads and Transport has started the process of reviewing the organisational structure and services delivery model. Once completed, it will be submitted DPSA via Premiers Officer for approval. The Entity is in the process of appointing

a service provider to undertake an assignment to prepare a feasibility study and a comprehensive business case on “form and shape” of the organisation to create an autonomy from the Department of Roads and Transport for approval by relevant authorities.

The main objective of the study is to implement an appropriate organizational form and shape that will allow the Entity to improve governance and accountability, sustainability (both financially and operationally); be able to attract and retain scarce skills, be able to procure and deploy resources and improve on programme management/ monitoring and evaluation of projects.

For the operations of the Entity to fully attain the five (5) year strategic imperatives the following key aspect must be relooked and attended in the next 12 to 18 months: -

- Review and approval of the medium-term service delivery model,
- Review and approval of the organisational structure, to ensure the organisation fill all critical position with personnel who are fit for purpose,
- Development or acquisition of fleet management solution that will integrate key business operations and other systems,
- Development or acquisition of an Asset Management Solution, and
- Optimise revenue by embarking on a marketing strategy that will focus on all state institutions including SOCs, and Public Entities,

GEYODI COMPLIANCE

Panel Beating Workshop

The rehabilitation project for the panel beating workshop has been completed, however the Entity is still waiting for the certificate of completion. Discussions with Automotive Industry Development Centre (AIDC), to develop a comprehensive business case have commenced. The Entity is considering partnering with AIDC on the following aspects:

- Project One - this would entail groundwork to be done by the Project Manager to ascertain all requirements to operationalize the panel beating workshop (Planning Stage).
- Project Two - this would entail the actual operationalization of the panel beating workshop (Execution Stage). The project will be largely guided by the outcome of project one.

Youth Internships

The Entity had a total of sixty-one (61) internships (24 males and 37 females) on a twenty-four (24) months contract. The placement of interns was done through a phase-in approach and most of incumbents were placed from May 2019 and expired in 2021. The interns were placed in the respective units wherein necessary measures including mentors, workplace exposure plans were put in place to ensure that incumbents gain necessary experience as prescribed in the HRD 1 of 2018 Directive on the implementation of Development Programmes in the Public Service. The Entity is in the process of recruiting seventy-two (72) unemployed youth interns for a period of 24 months, effective from 1 April 2022.

The strategic goal for implementation of the directive is to ensure that the public service programmes respond to the boarder economic growth and developmental agenda of government. Secondly to provide opportunities for youth to gain practical experience in the workplace and enhance their productivity potential.

Youth Brigade

In addition to the above, the Entity recruited 11 unemployed young people (5 males and 6 females) during the 2020/21 financial year. These individuals were part of the Entity's youth brigade programme for a period of six months. The responsibility of the youth brigade is to ensure compliance with COVID-19 and Occupational Health and Safety Act and ensure appropriate preventive, screening and testing is executed to mitigate the spread of the COVID-19. The Entity is in the process of recruiting eleven (11) young people effective from 1st March 2022 for a period of six months.

THE SWOT ANALYSIS

It is imperative for g-FleetT to fully take advantage of its strengths and opportunities while redressing strategic threats and weaknesses.

SWOT	Description	Taking Advantage of Strength/Dealing with Weakness
Strength	<ul style="list-style-type: none"> ▪ Biggest government fleet manager in Gauteng and has a strong balance sheet to drive and sustain growth, ▪ Diverse list of vehicles from the RT57 contract (National Treasury transversal contract), ▪ Proven track record and experience in managing government fleet, and long-term and intimate relations with government ▪ Footprint in other provinces (Western Cape, Eastern Cape and KwaZulu-Natal), ▪ Frontline staff capacitated with fleet knowledge and products and competitive pricing. ▪ Use of intergovernmental relation structure to resolve disputes 	<ul style="list-style-type: none"> ▪ Word of mouth from existing clients when the Entity exceeds customer expectations. ▪ Improve regional offices & their services therefore to take advantage of business in provinces in which they reside. ▪ Improve and simplify booking & internal business processes to drive speed and turnaround times (efficiencies) for sustainable growth.
Weakness	<ul style="list-style-type: none"> ▪ Longer turnaround times for accident repairs, ▪ Lack of modern technologies/lack of automation of internal processes, and ▪ Internal maintenance workshop not optimally utilised. 	<ul style="list-style-type: none"> ▪ Use of the internal maintenance workshop to improve capacity and efficiency. ▪ Integrate modern technologies to improve quality of data for decision making
Opportunity	<ul style="list-style-type: none"> ▪ Use of technology for better data management, analysis, forecasting, reduce turnaround times, improve internal business processes, improve services while reducing cost of doing business, 	<ul style="list-style-type: none"> ▪ Provide value added services to customers ▪ Explore new products and services through research & partnerships ▪ Explore new markets and services required by the new market.

	<ul style="list-style-type: none"> ▪ Penetrating existing and exploring of the new markets & services such as municipalities: Construction vehicles, Specialized municipality vehicles, Waste Management vehicles, ▪ Partnerships with other state institutions to optimise internal maintenance workshop and establish a Fleet Innovative Hub within Gauteng and ▪ Provision of the expert advice/ consulting services on all fleet management challenges within the government sector. 	<ul style="list-style-type: none"> ▪ Adopt and implement “best practices” ▪ Built capabilities through information technology, training and development
Threat	<ul style="list-style-type: none"> ▪ Dependency on the RT 46 which sometimes has poor performance, ▪ Continuous budget cuts by customers & strong competition from the private sector, ▪ Lack of integrated systems and reliant on manual process ▪ High road accident rate. ▪ High level of vacancy rate 	<ul style="list-style-type: none"> ▪ Provide conducive infrastructure that is safe and secure. ▪ Implement electronic records and document management system. ▪ Bring efficiency in the system through integrated technology ▪ Introduce driver behaviour management programmes ▪ Aligning organisational structure (<i>which is managed by DRT</i>) to strategy and training & development of employees.

Part C: Measuring Our Performance

5. Institutional Programme Performance Information

Programme1: Operational Management Services

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

The following are sub-programme of the structure:

- Permanent Fleet
- Finance
- Transport Support Services
- Communications

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Reduced Carbon footprint of the Entity	Passenger vehicles with CO2 emissions below 120g/KM (environmentally friendly)	Percentage of passenger vehicles with CO2 emissions below 120g/KM	n/a	n/a	4.8%	4%	6%	8%	10%
Improve efficiency & customer service	Average age of fleet	Average age of fleet	3.6 Years	3.5 Years	3.7 years	≤4 years	≤4 years	≤4 years	≤4 years
Maximised return on investment	Percentage of vehicles auctioned	Percentage of vehicles auctioned as per approved list.	91%	91%	95.34%	80%	80%	80%	80%
Safeguard state assets	Vehicles tracked	Percentage of in-service vehicles tracked	93.1% (6655)	87% (5158)	90% (5657)	90%	90%	93%	95%
Improve client experience Improve customer satisfaction and loyalty	Percentage of Client satisfaction	Percentage of clients satisfied with gFleet services	74%	-	75.04%	-	75%	-	80%

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of passenger vehicles with CO2 emissions below 120g/KM	6% of passenger vehicles with CO2 emissions below 120g/KM				6%
Average age of fleet	≤4 years				≤4 years
Percentage of vehicles auctioned as per approved list.	80% of vehicles auctioned as per approved list.				80% of vehicles auctioned as per approved list.
Percentage of in-service vehicles tracked	90% of in-service vehicles tracked	90%	90%	90%	90%
Percentage of clients satisfied with gFleet services	75% of clients satisfied with gFleet services				75% of clients satisfied with gFleet services

Programme2: Corporate and Financial Management

Purpose: 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.

The following are sub-programmes in the structure:

- VIP and Pool
- Finance
- Information and Communication Technology

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Maximise return on investment	Percentage of rental days utilised	Percentage of rental days utilised for VIP self-drive vehicles.	42.36%	53.94%	64.76%	52%	56%	58%	60%
Maximise return on investment	Percentage of rental days utilised	Percentage of rental days utilised for Pool vehicles	85.14%	81.84%	95.33%	73%	75%	77%	79%
Clean Administration	Unqualified opinion from Auditor	Unqualified opinion from Auditor	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Clean Audit Opinion

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited /Actual Performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improved debt collection	General Reduction in the average debtor's collection period.	General Percentage decrease in average debtors' collection days. (Excluding outstanding balances of clients that have payment arrangements with the Entity)	13.09%	70.36%	18.52% (Excluding amounts owed by clients that have submitted written payment arrangements)	15% (Excluding amounts owed by clients that have submitted written payment arrangements)	15% (Excluding amounts owed by clients that have submitted written payment arrangements)	15% (Excluding amounts owed by clients that have submitted written payment arrangements)	15% (Excluding amounts owed by clients that have submitted written payment arrangements)
Improve efficiency & customer service services	Integrated Fleet Management System (IFMS) modules developed	Number of IFMS Modules developed and signed-off as per revised project plan.	Phase 2 implementation of ICT strategy	Driver 2: Digital, Technology and Analytics: CRM system developed and installed. (Business processes were shared with e-GOV, system was developed, system demo conducted, system implemented and training conducted. Procured and installed for VIP and Pool business unit	ICT Strategy developed for approval in April 2021.	IFMS, Module 1 and 2 mapped and developed Module 1 (Registration of Transport Offices) Module 2 (Registration of Drivers) Electronic Document and Records Management System (eDRMS)	3 IFMS Modules developed and signed-off as per revised project plan: Customer Care Management Tariff Calculation Asset Acquisition	5 IFMS Modules developed and signed-off as per revised project plan Contract and Driver Management Fuel Management Key Accounts Management Asset and Asset Verification Management Disposal, auction, pass-out management	3 IFMS Modules developed and signed-off as per revised project plan Accident Management Traffic Fines Management Account receivable and financial report

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of rental days utilised for VIP self-drive vehicles.	56% of rental days utilised for VIP self-drive vehicles	56% of rental days utilised for VIP self-drive vehicles	56% of rental days utilised for VIP self-drive vehicles	56% of rental days utilised for VIP self-drive vehicles	56% of rental days utilised for VIP self-drive vehicles
Percentage of rental days utilised for Pool vehicles	75% of rental days utilised for Pool vehicles	75% of rental days utilised for Pool vehicles	75% of rental days utilised for Pool vehicles	75% of rental days utilised for Pool vehicles	75% of rental days utilised for Pool vehicles
Unqualified Audit opinion from Auditor General	Unqualified Audit opinion from Auditor General		Unqualified Audit opinion from Auditor General		
Percentage decrease in average debtors' collection days. (Excluding outstanding balances of clients that have payment arrangements with the Entity)	15% (Excluding amounts owed by clients that have submitted written payment arrangements)	15% (Excluding amounts owed by clients that have submitted written payment arrangements)	15% (Excluding amounts owed by clients that have submitted written payment arrangements)	15% (Excluding amounts owed by clients that have submitted written payment arrangements)	15% (Excluding amounts owed by clients that have submitted written payment arrangements)
Number of IFMS Modules developed and signed-off as per revised project plan.	3 IFMS Modules developed and signed-off as per revised project plan: Customer Care Management Tariff Calculation Asset Acquisition				3 IFMS Modules developed and signed-off as per revised project plan: Customer Care Management Tariff Calculation Asset Acquisition

6. Explanation of planned performance over the medium-term period

Output	Contribution of the Output to the Outcome	Enabler	Contribution of the Outcome to the Impact
Reduced Carbon footprint from the Entity.	<p>Outcome: Reduce Entity's Carbon footprint</p> <ul style="list-style-type: none"> Decreasing Green-House-Gas emissions produced by road transportation as expressed in the Green Transport Strategy for South Africa (2018-2050). The outcome indicator of passenger vehicle with CO2 emissions below 120g/KM is relevant to the outcome of reducing the Entity's carbon footprint as the Entity strives to minimise the impact of its core assets (vehicles) on the environment. 	<ul style="list-style-type: none"> A fundamental enabler for achieving this outcome is for empowered leadership (decision makers) to demonstrate the functional, financial viability and environmental benefits of low-carbon emission vehicles. Thus, setting the tone for driver behavioural and cultural change. 	<p>Impact: A sustainable, safe, efficient, reliable and affordable fleet management solution.</p> <ul style="list-style-type: none"> The outcome contributes to the achievement of the impact insofar as the Entity responsible for the procurement and management of a fleet of more than 7 000 vehicles in the Gauteng province, is optimally positioned to reduce carbon emissions through the environmentally friendly vehicles it has in its fleet.
Maximised return on investment	<p>Maximised return on investment</p> <p>Percentage of rental days utilised for VIP and Pool self-drive vehicles</p> <ul style="list-style-type: none"> The outcome indicators are relevant to the outcome, as vehicle utilization by client departments, directly lead to 	<ul style="list-style-type: none"> An enabler for achieving this outcome is for management to focus on the retention of current client departments by ensuring that vehicles are relatively new, available and are in line with client needs 	<p>Impact: A sustainable, safe, efficient, reliable, and affordable fleet management solution.</p> <ul style="list-style-type: none"> Ensuring maximized utilization of vehicles will increase return on investment which will contribute to strengthen the stability, growth, and sustainability of the Entity

Output	Contribution of the Output to the Outcome	Enabler	Contribution of the Outcome to the Impact
	revenue generation.		
Improve efficiency & customer service	<p>Outcome: Improve efficiency & customer service</p> <p>The outcome to improve turnaround time on both accident and mechanical repairs is focused on managing downtime on vehicles under repairs as agreed upon with the RT46 service provider to ensure availability of vehicles to the client department. This will in turn improve efficiency and improve customer service.</p>	Positive response by RT46 service provider(s).	<p>Impact: A sustainable, safe, efficient, reliable and affordable fleet management solution.</p> <p>The outcome (improve efficiency & customer service by reducing turnaround times) allow for efficiencies to be realised and these efficiencies will be passed on to the customer thereby making transport affordable to the customer.</p>
Safeguard state assets	<p>Safeguard state assets</p> <ul style="list-style-type: none"> ▪ To contribute to the mandate of Government to safeguard state assets at all times, the core business of the Entity is to provide motor transportation to all Government departments it is of utmost importance to have this target at a strategic level. ▪ The outcome indicator of tracking all government vehicles is relevant to the outcomes linked 	<ul style="list-style-type: none"> ▪ Functioning vehicle tracking system 	<p>Impact: A sustainable, safe, efficient, reliable and affordable fleet management solution.</p> <ul style="list-style-type: none"> ▪ The outcome (safeguarding of the state assets by installing comprehensive vehicle tracking units) allow for vehicles to be tracked and traceable. This in turn is used for route optimisation, location of a vehicle at a particular point in time, monitor mileage, speed etc. All these have a direct impact on the sustainability of the asset

Output	Contribution of the Output to the Outcome	Enabler	Contribution of the Outcome to the Impact
	to reliable and safety of government vehicles as part of the g-FleeT mission, vision and values.		(vehicle) and safety and efficiencies.
Clean Administration	Clean Administration	Org structure not aligned to strategy. Strong internal control system and risk management system.	Good governance
Improved debt collection	Improved debt collection	Budget constraints with client departments	Credit worthiness checks
Maximised return on investment and reliable vehicles for clients	Maximised return on investment and reliable vehicles for clients	High accidents on SA roads	Use technology to monitor driver behaviour and provide training
Improve efficiency and customer service	ICT Strategy developed and implemented <ul style="list-style-type: none"> Automation to improve internal business processes to improve efficiency and reduce turnaround times while enhancing transparency 	Dependency and decision making of external stakeholders/SITA/eGOV, DRT: ICT	Impact: A sustainable, safe, efficient, reliable and affordable fleet management solution. The outcome (improve efficiency & customer service by reducing turnaround times) allow for efficiencies to be realised and these efficiencies will be passed on to the customer thereby making transport affordable to the customer.

Programme Resource Considerations

Table: Budget Allocation for programme and sub programmes as per the ENE and / or EPRE.

EXPENDITURE ESTIMATES

Programme	Audited Outcomes (actuals)			Main Appropriation	Adjustment appropriation	Revised estimate	Medium Term Expenditure Estimate		
	R'000	R'000	R'000				R'000	R'000	R'000
	2019/20	2020/21	2021/22	2022/23	2022/23	2022/23	2023/24	2024/25	2025/26
R thousand									
1. Administration	75 157	82 157	122 273	97 181	776	97 957	198 862	206 135	217 747
2. Operations	714 589	571 370	666 740	707 355	29 224	736 679	689 910	729 655	766 156
TOTAL	789 746	653 527	789 012	804 536	30 000	834 536	897 772	935 790	983 903

EXPENDITURE ESTIMATES

Economic Classification	Audited Outcomes (Actual)			Main Appropriation	Adjustment appropriation	Revised estimate	Medium Term Expenditure Estimate		
	R'000	R'000	R'000				R'000	R'000	R'000
	2019/20	2020/21	2021/22	2022/23	2022/23	2022/23	2023/24	2024/25	2025/26
R thousand									
Current Payments	524 150	432 398	460 736	487 792	69 700	557 492	472 109	491 206	519 402
Compensation of employees	93 779	92 219	95 400	107 857	(198)	107 659	108 032	112 254	123 777
Goods and Services	430 371	340 179	365 336	379 935	69 898	449 832	364 077	378 661	395 625
Payment for Capital Assets	265 796	221 129	221 129	316 744	(39 700)	277 044	425 663	444 584	464 501
Buildings and other fixed structures	6 524	14 329	39 000	5 000	2 000	7 000	114 609	119 609	124 986
Software and other intangible assets	1 500	-	3 976	5 000	(4 500)	500	5 223	5 457	5 701
Computer Hardware	1 000	500	1 000	1 000	500	1 500	700	700	731
Office Furniture	-	-	300	3 100	(1000)	2 100	-	-	-
Acquisition of Motor Vehicles	255 447	200 000	280 000	291 844	(30 000)	261 844	304 831	318 518	332 888
Machinery and Equipment	-	4 000	-	10 000	(6 700)	3 300	-	-	-
Security projects	-	-	-	-	-	-	-	-	-
Tents, Flags & Accessories	250	-	-	-	-	-	-	-	-
Audio Visuals Equipment	100	-	-	-	-	-	-	-	-
Building Air-Con System	425	2 300	4 000	800	-	800	300	300	313
Mobile Toilets	250	-	-	-	-	-	-	-	-
TOTAL	789 746	653 527	789 012	804 536	30 000	834 536	897 772	935 790	983 903

REVENUE ESTIMATES

	Audited Outcomes (Actual)			Main Estimate R'000 2022/23	Adjusted estimate R'000 2022/23	Revised estimate R'000 2022/23	Medium Term Revenue Estimate		
	R'000 2019/20	R'000 2020/21	R'000 2021/22				R'000 2023/24	R'000 2024/25	R'000 2025/26
R thousand									
Revenue from leases	850 000	935 000	800 000	900 000	(70)	899 930	924 000	936 000	980 928
Interest income	72 000	80 000	30 000	45 000	-	45 000	50 000	55 000	57 640
Revenue - Non-Exchange (Accident Claims and Fines)					70	70	73	76	80
Government employee transport services	1 700	1 700	1 800	1 800	-	1 800	2 000	2 010	2 106
Revenue – Auctions	70 000	74 000	70 000	72 961	-	72 961	76 208	79 629	83 451
TOTAL	993 700	1 090 700	901 800	1 019 761	-	1 019 761	1 052 208	1 072 635	1 124 206

SUMMARY OF PAYMENTS AND ESTIMATES BY SUB-PROGRAMME: ADMINISTRATION

Programme	Audited Outcomes (Actual)			Main Appropriation R'000 2022/23	Adjustment appropriation R'000 2022/23	Revised estimate R'000 2022/23	Medium Term Expenditure Estimate		
	R'000 2019/20	R'000 2020/21	R'000 2021/22				R'000 2023/24	R'000 2024/25	R'000 2025/26
R thousand									
1.Office of the CFO	9 086	8 095	11 526	9 492	3 284	12 776	8 441	8 819	9 232
2.Financial services	16 894	17 436	17 958	21 771		21 771	21 920	23 112	25 341
3.Office of the CEO	3 657	3 310	3 329	4 102	(198)	3 903	4 126	4 310	4 708
4.Corporate Services	45 520	53 316	89 461	61 816	(2 310)	59 506	164 474	169 893	178 466
TOTAL	75 157	82 157	122 273	97 181	776	97 957	198 862	206 135	217 747

Economic Classification	Audited Outcomes (Actual)			Main Appropriation R'000 2022/23	Adjustment appropriation R'000 2022/23	Revised estimate R'000 2022/23	Medium Term Expenditure Estimate		
	R'000 2019/20	R'000 2020/21	R'000 2021/22				R'000 2023/24	R'000 2024/25	R'000 2025/26
R thousand									
Current Payments	65 307	61 028	73 996	82 281	3 776	86 057	78 030	80 068	86 033
Compensation of employees	31 892	30 873	33 958	41 256	902	42 158	41 409	43 233	47 548
Goods and Services	33 415	30 155	40 038	41 023	2 874	43 899	36 621	36 835	38 485
Payment for Capital Assets	9 849	21 129	48 276	14 900	(3 000)	11 900	120 832	126 066	131 714
Buildings and other fixed structures	6 524	14 329	39 000	5 000	2 000	7 000	114 609	119 609	124 986
Software and other intangible assets	1500	-	3 976	5 000	(4 500)	500	5 223	5 457	5 701
Computer Hardware	1 000	500	1 000	1000	500	1 500	700	700	731
Office Furniture	-							-	-
Office Equipment		4 000	300	3 100	(1000)	2 100	3 100	-	-

Security projects	-	-						-	-
Machinery and Equipment	-							-	-
Tents, Flags & Accessories	250							-	-
Audio Visuals Equipment	100							-	-
Air-Con System	50	2 300	4 000	800		800	300	300	
Mobile Toilets	425							-	-
TOTAL	75 157	82 175	122 273	97 181	776	97 957	198 862	206 135	217 747

SUMMARY OF PAYMENTS AND ESTIMATES BY SUB-PROGRAMME: OPERATIONS

Programme	Audited Outcomes (Actual)			Main Appropriation R'000	Adjustment appropriation R'000	Revised estimate R'000	Medium Term Expenditure Estimate		
	R'000	R'000	R'000				R'000	R'000	R'000
	2019/20	2020/21	2021/22				2023/24	2024/25	2025/26
R thousand									
1. Chief Operating Officer	472	1 978	1 634	1 926	(1 100)	826	1 651	1 726	1 899
2. Customer Management Services	11 886	12 769	12 865	12 956	(290)	12 666	12 675	12 935	14 158
3. VIP & Pool	21 421	18 748	17 618	20 109	(50)	20 059	20 233	21 147	23 235
4. Fleet Maintenance	166 012	136 404	145 598	165 906	(44 359)	121 547	136 143	142 252	149 477
5. Transport Support Services	251 233	194 104	201 381	206 436	105 122	311 558	215 194	224 860	235 569
6. Permanent Fleet	263 565	207 367	287 643	300 022	(30 000)	270 022	313 015	326 736	341 818
TOTAL	714 589	571 370	666 740	707 355	29 224	736 579	698 910	729 655	766 156

Economic Classification	Audited Outcomes (Actual)			Main Appropriation R'000	Adjustment appropriation R'000	Revised estimate R'000	Medium Term Expenditure Estimate		
	R'000	R'000	R'000				R'000	R'000	R'000
	2019/20	2020/21	2021/22				2023/24	2024/25	2025/26
R thousand									
Current Payments	458 842	371 370	386 740	405 511	65 924	471 435	394 079	411 137	433 368
Compensation of employees	61 886	61 346	61 442	66 601	(1 100)	65 501	66 623	69 312	76 228
Goods and Services	396 956	310 024	325 298	338 909	67 024	405 934	327 457	341 826	357 139
Payment for Capital Assets	255 747	200 00	280 000	301 844	(36 700)	265 144	304 831	318 518	332 788
Buildings and other fixed structures	-						-	-	-
Software and other intangible assets	-						-	-	-
Computer Hardware	-						-	-	-
Office Furniture	-						-	-	-
Acquisition of Motor Vehicles	255 447	200 000	280 000	291 844	(30 000)	261 844	304 831	318 517	332 788
Machinery and Equipment		-	-	10 000	(6 700)	3 300	-	-	-
TOTAL	714 589	571 370	666 740	707 355	29 224	736 579	689 910	729 655	766 156

Contribution of resources towards achievement of outputs.

Resources were allocated in line with the National Treasury guidelines on Medium Term Expenditure Framework (MTEF) costing and budgeting 2022 which outlines estimates until financial years 2024/25. A conservative approach was adopted in line with the following budget guidelines:

- Adequately provides for each business units' capital and current goods and services expenditure requirements.
- Includes revenue estimates for the MTEF period.
- Includes project estimates included in the budget per economic classification for the MTEF period.
- Enables the achievement of the Entity's pre-determined targets relating to providing fleet management services that are effective, efficient and client-focused and ensuring a sustainable and well governed organisation.

Expenditure trends linked

g-FleeT operates as a Trading Entity in terms of the Public Finance Management Act of 1999 [Act 1 of 1999] aligned to business principles like that of a private fleet company. The Entity is not profit driven but needs to ensure that it is financially self-sustainable. g-FleeT must be able to pay for all operational expenses through revenue generated from leasing of vehicles to client departments. The Entity does not receive any voted funds from Provincial Treasury.

The Entity is responsible for providing effective, competitive, efficient and reliable fleet services. The Entity acquire vehicles and lease them out to various client departments on short or long term basis. The services offered by g-FleeT are provided to National Departments, Provincial Departments and Municipalities. The buying and leasing of vehicles is based on the need by the client departments. The Entity also provides for the maintenance of vehicles as well as tracking of vehicles.

A large percentage of the Entity's budget is allocated for acquisition of motor vehicles and spending goods and services. The goods and services budget comprises of budget for maintenance of vehicles, fuel, spares, accessories, tyres, e-tolls, vehicle registration and vehicle tracking.

The Entity acquires on average 1000 vehicles annually. Most of the acquisitions are as a result of old fleet being replaced with new vehicles some being new acquisitions. This trend of acquiring new vehicles is expected to continue in 2022/23 MTEF period and is aligned to the sustainability and growth path of the Entity. Most of the vehicles are acquired through the RT57 transversal term contract. The vehicle purchase price fluctuations are mainly due to currency exchange rates fluctuations. These inflationary anomalies are taken into consideration when developing the MTEF budget figures.

The Entity developed service delivery model during the 17/18 financial year. The Service Delivery Model [SDM] provides the transformation framework towards a developmental, modernized and innovative mode of service delivery by the Entity. It shall directly contribute to a longer term and sustainable system for the delivery of a modernized, automated & client orientated mode of rendering government fleet services. The Service Delivery Model informed the organizational diagnosis in terms of the current and proposed organizational configuration of g-FleeT and will continue to inform and transform the institutional capacity and capability of the Entity over the next coming years until the optimal mode of service delivery has been achieved. The overall aims are to improve efficiency, modernize the rendering of services in line with the standards that a city region deserves, provide value for money through optimal use of resources, eliminate duplications & reduce transaction times.

Subsequent to the finalization and approval of the 2020-24 Strategic Plan for the Entity in March 2020, a number of initiatives have been implemented on the Sustainability and Growth Plan, the Entity must implement interventions aimed at ensuring that it remain competitive and sustainable over the MTEF period and longer. Some of the initiatives includes filling vacant funded positions, investing in capital assets projects, developing and implementing an integrated fleet management system, etc. The Capex projects include amongst other issues renovations of the buildings (Phase 2), safety and security related projects, acquisition of vehicles etc. The projects involved in phase 2 infrastructure project are as follows: New Permanent Building Head Office

Building (Visitors Centre, Canteen Building LMV Workshops, Carports and Vehicle storage and VIP Covered Parking (as per elemental estimate).

As part of the sustainability plan and digital transformation, the Entity is bench-marking and looking at modern ways to reduce and monitor fleet maintenance costs. The Entity is currently participating in the RT46 Transversal Tender that provides for full vehicles maintenance related activities and provision of fuel cards utilised by various client departments.

All tenders above R2 million are subjected to probity audits, as well public viewing during the bid adjudication stage of the tender process. The process seeks to ensure transparency and cements the implementation of a sound SCM system that is fair, transparent and efficient, allowing the continued assurance of government's tender procurement processes.

7. Updated Key Risks

Outcome	Key Risk	Risk Mitigation
Reduce the Entity's Carbon footprint	<ul style="list-style-type: none"> RT57 vehicle purchasing contract not making provision for low-carbon emission vehicles. Increased Pollution (Carbon 	<ul style="list-style-type: none"> Engage National Department of Transport and National Treasury to set appropriate criteria and targets for the procurement of low-carbon emission vehicles.
Improve efficiency & customer service (Reduce turnaround time for number of days taken to prepare vehicles)	<ul style="list-style-type: none"> Functionality of the eNatis Warrant of arrest arising from traffic fines blocking processing of the licenses disc Tracker device availability for installations. Possible loss of clients. 	<ul style="list-style-type: none"> None Active Management of all traffic fines Engagement with the service provider for timeous planning of devices and installations Review of the organizational structure. Conduct the skills gap analysis and implementation of recommendations.
Maximise return on investment (Contribute to the sustainability of the Entity) Percentage of rental days utilised for VIP and Pool self-drive vehicles	<ul style="list-style-type: none"> Reduced demand from clients and potential clients. Compromised financial sustainability. 	<ul style="list-style-type: none"> Continuous alignment of the fleet population with demand. Implementation of the Capital allocation plan. Develop break-even plan.
Safeguard state assets	<ul style="list-style-type: none"> Availability of tracking devices for installations. Loss and theft of Assets. 	<ul style="list-style-type: none"> Engagement with the service provider for timeous planning of devices and installations
Clean Administration	Organizational structure not supporting strategy Internal Control system	Filling of the vacant positions and revise organizational structure. Monitor compliance to policies, acts & regulations
Improved debt collection	<ul style="list-style-type: none"> Budget constraints from client's departments. Under collection of revenue. 	<ul style="list-style-type: none"> Continue to implement Debtors Management Strategy. Reduce the collection days by 10%. Put contingencies in place for clients under financial constraints.

Maximised return on investment and reliable vehicles for clients Percentage of rental days utilised for VIP self-drive vehicles	<ul style="list-style-type: none"> High level of road accidents in South Africa. Compromised financial sustainability. 	<ul style="list-style-type: none"> Use technology to monitor driver behavior and provide training. Develop a marketing strategy and plan and ensure that services are in alignment with clients' demands/needs and environmental changes.
Improve turnaround times and performance through automation (Improve efficiency & customer service)	<ul style="list-style-type: none"> Dependency and decision making of external stakeholders/SITA/eGOV, DRT: ICT Inability to deliver 	<ul style="list-style-type: none"> Continuous engagement with other stakeholders Project to be driven from g-FleetT with support from other stakeholders
Improve client experience Improve customer satisfaction and loyalty	<ul style="list-style-type: none"> Efficient fleet management solutions 	<ul style="list-style-type: none"> Close monitoring average fleet age Close monitoring of customer care service, invoicing and reports Partnering with strategic suppliers.

8. Public Entities – Not Applicable

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
-	-	-	-
-	-	-	-

9. Infrastructure Projects

No.	Project name	Project description	Outputs	Project start date	Project completion date	Total Estimated cost	Current year Expenditure
1.	Phase Two, Infrastructure Project	Projects involved in Phase two infrastructure projects are as follows: New Permanent Building Head Office (Visitors Centre, Canteen, LMV workshops, Carports and	Upgraded buildings which comply with OHS: New Permanent Building Head Office (Visitors Centre, Canteen, LMV workshops, Carports and Vehicle storage and VIP covered	2022/23	May 2025	R239 million	R0,00

		Vehicle storage and VIP covered Parking)	Parking)				
--	--	--	----------	--	--	--	--

10. Public Private Partnerships - Not Applicable

PPP	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
-	-	-	-	-

Part D: Technical Indicator Descriptions (TID)

Indicator Title	<ul style="list-style-type: none"> Percentage of passenger vehicles with CO2 emissions below 120g/KM
Definition	<ul style="list-style-type: none"> A percentage of the entity's passenger vehicles that are in-service and/or available for leasing with CO2 emissions equal to or below 120g /KM. A passenger vehicle is a vehicle motorised vehicle, intended for the transportation of passengers and or goods and designed to seat no more than 18 persons, including the driver. (Sedan, SUV, MPV, LDV Double Cab, mini-bus) The 120g CO2/KM emissions is the quantity of greenhouse gas emissions allowable per vehicle before the imposition of tax.
Source of data	<ul style="list-style-type: none"> The "All new and in-service" report available from the Fleet Information System (FIS) or other Fleet System or from OEM's and affiliates.
Method of Calculation / Assessment	<ul style="list-style-type: none"> The number of passenger vehicles with CO2 emissions below or equal to 120g /KM as determined by OEM's is divided by the entity's total passenger vehicles multiplied by 100. The performance is assessed quantitatively.
Means of verification	<ul style="list-style-type: none"> CO2 emission published and reported by OEM's and industry affiliates.
Assumptions	<ul style="list-style-type: none"> Data received from vehicle manufacturers (OEM's) and affiliates which is captured on the FIS "all new and in-service" is accurate, reliable and complete) Functional FIS Clients ordering/accepting vehicles with CO2 emissions below 120g /KM. Due to age, certain passenger vehicles are excluded as information would not be available. Certain manufactures do not report on and/or do not keep records of the CO2 emissions.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Children: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	<ul style="list-style-type: none"> Non-Cumulative: the target is not aggregated in quarterly targets.
Reporting Cycle	<ul style="list-style-type: none"> Annual progress against the five-year target
Desired	<ul style="list-style-type: none"> 6% of passenger vehicles with CO2 emissions below 120g/KM.

performance	<ul style="list-style-type: none"> Substantially reduce GHG emissions and other environmental impacts from the transport sector by 5% by 2050 in line the green transport policy.
Indicator Responsibility	<ul style="list-style-type: none"> Director: Permanent Fleet

Indicator Title	Average age of fleet
Definition	<p>Passenger and light commercial vehicles that are new and in service on FIS. - (Excluding withdrawn and Board of Survey vehicles).</p> <ul style="list-style-type: none"> New and in-service vehicles refer to vehicles that are available to be leased to clients or has been leased to clients.
Source of data	<ul style="list-style-type: none"> New and in-service report (FIS): Proof of delivery (POD).
Method of Calculation / Assessment	<ul style="list-style-type: none"> The average of the ages of the passenger and light commercial vehicles: reporting date minus vehicle purchase date divided by 365 equals vehicle age. Vehicle age divided by the number of vehicles equals average age.
Means of verification	<ul style="list-style-type: none"> Purchase date as recorded on FIS from the proof of delivery note.
Assumptions	<ul style="list-style-type: none"> Factors that are accepted as true and certain to happen without proof (Data received from the FIS report (new & in-service) is accurate, reliable and complete); Functional FIS
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Children: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> NA
Calculation Type	<ul style="list-style-type: none"> Non-Cumulative: the target is not aggregated into quarterly targets.
Reporting Cycle	<ul style="list-style-type: none"> Annually
Desired performance	<ul style="list-style-type: none"> Average age of fleet at ≤4 years.
Indicator Responsibility	<ul style="list-style-type: none"> Director: Permanent Fleet

Indicator Title	<ul style="list-style-type: none"> Percentage of vehicles auctioned as per the approved list.
Definition	<ul style="list-style-type: none"> Number of vehicles auctioned as a percentage of vehicles approved for disposal by HOD
Source of data	<ul style="list-style-type: none"> FIS All Status Reports and Report from auctioneer
Method of Calculation / Assessment	<ul style="list-style-type: none"> Number of vehicles sold divided by number of vehicles approved by HOD multiplied by 100
Means of verification	<ul style="list-style-type: none"> FIS All Status Reports and Report from the auctioneer.
Assumptions	<ul style="list-style-type: none"> Public will always participate and purchase vehicle from the Entity 's auction process.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Children: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	<ul style="list-style-type: none"> Non-cumulative
Reporting Cycle	<ul style="list-style-type: none"> Annually
Desired performance	<ul style="list-style-type: none"> At least 80% of auctioned vehicles
Indicator Responsibility	<ul style="list-style-type: none"> Director: Finance

Indicator Title	<ul style="list-style-type: none"> Percentage of in-service vehicles tracked
Definition	<ul style="list-style-type: none"> Percentage of in-service vehicles to be tracked excluding vehicles that are exempt from being tracked, withdrawn and vehicles earmarked for auction (Board of Survey vehicles).
Source of data	<ul style="list-style-type: none"> In service report (FIS) and tracking Report
Method of Calculation / Assessment	<ul style="list-style-type: none"> [Total number of in-service vehicles that are tracked divided by the total number of vehicles that are in service, excluding vehicles that are exempt from being tracked, withdrawn and vehicles earmarked for auction (Board of Survey vehicles)] multiply by the annual target (in percentage) %
Means of verification	<ul style="list-style-type: none"> V-lookup on excel against the reports from the Service Provider and FIS (Tracking Reports and In-Service Report)
Assumptions	<ul style="list-style-type: none"> Factors that are accepted as true and certain to happen without proof

	(Data received from FIS is accurate, reliable and complete. • Tracker equipment for installation available.
Disaggregation of Beneficiaries (where applicable)	• Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	• Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Calculation Type	• Non-Cumulative
Reporting Cycle	• Quarterly
Desired performance	• 90% of in-service vehicles tracked
Indicator Responsibility	• Director: Transport Support Services (TSS)

Indicator Title	• Percentage of clients satisfied with gFleeT services.
Definition	• Improve client experience to increase satisfaction to 80% by 2024
Source of data	• Client satisfaction survey report
Method of Calculation / Assessment	• The percentage is achieved by using the CSAT (Customer Satisfaction Assessment Technique) calculation for which the formula used is: $(\text{The total Number of positive responses}) \div (\text{Number of total responses}) \times 100 = \% \text{ of satisfied customers.}$
Means of verification	• A client satisfaction survey report submitted, accepted and signed off by g-FleeT Management (Office of the Chief Executive Officer)
Assumptions	• Clients will be up to 80% satisfied with all g-FleeT services
Disaggregation of Beneficiaries (where applicable)	• Target for Women: N/A • Target for Children: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	• Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Calculation Type	• Non-Cumulative
Reporting Cycle	• Every two years
Desired performance	• 75% of clients satisfied with gFleeT services.
Indicator	• Corporate Services: Marketing and Communications

Responsibility	
-----------------------	--

Indicator Title	<ul style="list-style-type: none"> Percentage of rental days utilized for VIP self-drive vehicles.
Definition	<ul style="list-style-type: none"> Calculation of daily utilization of VIP available fleet. Available excludes vehicles under planned services, mechanical, accident damage repairs and traffic enforcements. VIP self-drive vehicles are luxury sedans such as Mercedes Benz, BMW, Lexus, Audi, Volvo, etc. (i.e., in that class and above) and sport utility vehicles (SUV), including busses and minibuses, rented by clients to be driven by their internal driver/s.
Source of data	<ul style="list-style-type: none"> Utilization of VIP and Pool vehicles FIS Report. Client request letter, driver's license, Z186, vehicle check out/in manual contract form.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Calculate each individual VIP self-drive vehicle's utilization within specific month; by taking each vehicle's rented days per vehicle within the month, divided by actual calendar days within the month per vehicle = utilization per vehicle. Calculate the percentage of rental days utilized for VIP self-drive; take the total of number of days rented of all VIP self-drive vehicles, divided by the total number of actual calendar days of all VIP self-drive vehicles, multiply by 100 = percentage of rental days utilized for VIP self-drive vehicles.
Means of verification	<ul style="list-style-type: none"> Utilization of VIP and Pool FIS reports, which are monthly contracts per vehicle.
Assumptions	<ul style="list-style-type: none"> Factors that are accepted as true and certain to happen without proof. (Data received form FIS is accurate, reliable and complete.) Functional FIS
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Children: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	<ul style="list-style-type: none"> Non-Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 56% of rental days utilised by VIP self-drive vehicles.
Indicator	<ul style="list-style-type: none"> Director: VIP and Pool

Responsibility	
-----------------------	--

Indicator Title	<ul style="list-style-type: none"> Percentage of rental days utilized for Pool vehicles
Definition	<ul style="list-style-type: none"> Calculation of daily utilization of Pool available fleet. Available excludes vehicles under planned services, mechanical, accident damage repairs and traffic enforcements. Pool vehicles are economy and commercial vehicles, including bakkies and trucks rented by clients to be driven by their internal driver/s.
Source of data	<ul style="list-style-type: none"> Utilization of VIP and Pool vehicles FIS Report. Client request letter, driver's license, Z186, vehicle check out/in manual contract form.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Calculate each individual Pool self-drive vehicle's utilization within specific month, by taking each vehicle's rented days per Pool self-drive vehicle within the month, divided by actual calendar days within the month per Pool self-drive vehicle = utilization per vehicle. Calculate the percentage of rental days utilized for Pool self-drive; take the total of number of days rented of all Pool self-drive vehicles, divided by the total number of actual calendar days of all vehicles, multiply by 100 = percentage of rental days utilized for Pool self-drive vehicles.
Means of verification	<ul style="list-style-type: none"> Utilization of VIP and Pool FIS reports, which are monthly contracts per vehicle.
Assumptions	<ul style="list-style-type: none"> Factors that are accepted as true and certain to happen without proof (Data received from FIS is accurate, reliable and complete) Functional FIS
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Children: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	<ul style="list-style-type: none"> Non-Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 75% of rental days utilised for Pool vehicles
Indicator Responsibility	<ul style="list-style-type: none"> Director: VIP and Pool

Indicator Title	<ul style="list-style-type: none"> Percentage decrease in average debtor's collection days (Excluding outstanding balances of clients that have payment arrangements with the Entity)
Definition	<ul style="list-style-type: none"> Percentage decrease in average debtor's collection days compared to prior year. (Excluding amounts owed by clients that have submitted written payment arrangements)
Source of data	<ul style="list-style-type: none"> Trial Balance
Method of Calculation / Assessment	<p>Debtors days Y2 - Debtors days Y1/Debtors days Y1) %</p> <p>Debtors days is equal to average trade debtors divided by total billings multiplied by number of days in the reporting period. (Excluding amounts owed by clients that have submitted written payment arrangements)</p> <ul style="list-style-type: none"> Average trade debtors equal the average of the opening and closing trade debtors balance.
Means of verification	<ul style="list-style-type: none"> Trial Balance (showing opening, closing balance and billing items) Age Analysis
Assumptions	<ul style="list-style-type: none"> None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Children: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	<ul style="list-style-type: none"> Non-Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 15% decrease in average debtor's collection days (Excluding amounts owed by clients that have submitted written payment arrangements).
Indicator Responsibility	<ul style="list-style-type: none"> Director: Finance

Indicator Title	<ul style="list-style-type: none"> Unqualified Audit Opinion from Auditor General (2021/22)
Definition	<ul style="list-style-type: none"> Outcome of the statutory financial audit conducted by the Auditor General of South Africa (AGSA) or on behalf of AGSA. Unqualified audit report with findings.
Source of data	<ul style="list-style-type: none"> Audit Report 2021/22 financial year.
Method of Calculation / Assessment	<ul style="list-style-type: none"> Audit Opinion. Clean audit is defined by the AGSA as a financially unqualified audit with no material findings on compliance with laws and regulations and no material findings on predetermined objectives.

Means of verification	<ul style="list-style-type: none"> AGSA Audit Report
Assumptions	<ul style="list-style-type: none"> N/A
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Children: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	<ul style="list-style-type: none"> Non-Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Annually
Desired performance	<ul style="list-style-type: none"> The desired level is a clean audit, however due to capacity constraints the Entity will accept an unqualified audit opinion with findings.
Indicator Responsibility	<ul style="list-style-type: none"> Director: Finance

Indicator Title	<ul style="list-style-type: none"> Number of IFMS Modules developed and signed-off as per the revised project plan.
Definition	<ul style="list-style-type: none"> IFMS modules – refers to components in a larger system. Generally, a module is not functional on its own.
Source of data	<ul style="list-style-type: none"> August 2022 revised IFMS Project Plan
Method of Calculation / Assessment	<ul style="list-style-type: none"> Business Requirement Specification signed- off by end user. User Acceptance testing signed-off by end user. Screenshots signed-off by end user
Means of verification	<ul style="list-style-type: none"> Business Requirement Specification signed-off by end users. User Acceptance testing signed-off by end user. Screenshots signed-off by end user.
Assumptions	<ul style="list-style-type: none"> None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Children: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	<ul style="list-style-type: none"> Non-Cumulative
Reporting Cycle	<ul style="list-style-type: none"> Annually

Desired performance	<ul style="list-style-type: none"> • 3 IFMS modules developed and signed-off by end user as per revised project plan.
Indicator Responsibility	<ul style="list-style-type: none"> • Deputy Director: ICT