

transport

Department:
Transport
REPUBLIC OF SOUTH AFRICA

**Driving Licence Card
Account Annual
Performance Plan 2022/23**





**DRIVING LICENCE CARD ACCOUNT TRADING ENTITY
ANNUAL PERFORMANCE PLAN 2022/23**

The 2022/23 Annual Performance Plan for the Driving Licence Card Account Trading Entity is compiled with the latest available information from entity and other sources.

Some of this information is unaudited or subject to revision.

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EXECUTIVE AUTHORITY STATEMENT



The Driving License Card Account (DLCA) is a trading entity of the Department of Transport, it is a self-funding entity that generate its revenue through the production and sale of the driving license cards to the Driving License Testing Stations (DLTC). The 2021/22 financial year has been the most challenging year for the DLCA, the extension of the grace period of the cards that expired during the lockdown has an impact on the revenues of the entity given that it is a self-funded entity. The entity is working tirelessly to ensure that the driving licence cards are produced timeously and that no citizen is driving without a valid driving licence card.

I take pleasure in presenting the DLCA's 2022/23 Annual Performance Plan that outlines sustainable measures to address the DLCA challenges and steer it in the path to improve the services it offers to the people of the Republic of South Africa

In 2022/23 financial year, the DLCA will introduce the highly secured driving license that is internationally recognized and procure the new state of the art driving license machine that has higher capacity to meet the growing demand of the citizens of the country. The Department of Transport plans to rationalise its road transport entities and as part of the rationalisation strategy, the DLCA will be integrated with the Road Traffic Management Corporation (RTMC). These are plans to ensure a lasting solution to the current driving licence card challenges.

Mia Hamm an American retired professional soccer player once said *"The backbone of success is hard work, determination, good planning, and perseverance"*

My appreciation goes to the DLCA officials for their dedication and hard work that saw the entity receiving a clean audit in the last two financial years with no findings on predetermined objectives over the past three years.

Mr Fikile Mbalula, MP
Minister of Transport

Date:



ACCOUNTING OFFICER STATEMENT



The DLCA in crafting its Annual Performance Plan, we draw inspiration from the words once said by Phil McGraw, a television personality, he said *"Don't wait until you're in a crisis to come up with a crisis plan"*. The DLCA is inspired by those words. It is an honour to present the Driving Licence Card Account (DLCA) 2022/23 Annual Performance Plan which outlines the plans and commitments of the entity.

In response to the call by the president to rationalise the government entities that are performing the related functions, the Minister of Transport pronounced that the DLCA will be integrated with the Road Traffic Management Corporation (RTMC). The Department of Transport is working on the implementation of this pronouncement and will ensure uninterrupted service delivery during the transition period.

The DLCA is committed to continue to run its business affairs in an ethical manner in its bid to maintain the clean audit opinion expressed by the Auditor-General in her 2021/22 audit. The DLCA is also an ISO 9001 certified entity and ensures that it adheres to all the applicable ISO standards.

The entity plans to reduce the production turnaround time from the previous years as part of its bid to improve service delivery, this will be achieved through the Department's aim of capacitate the DLCA and moving the card production environment to the new technology which will include the acquisition of the new driving licence card machine and the introduction of the new driving licence card.

Mthunzi Madiya
Acting Director-General: Department of Transport

Date: 22/03/2022



OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Driving Licence Card Account Trading Entity under the guidance of the Minister of Transport; Mr Fikile Mbalula, MP
- Takes into account all relevant policies, legislations and other mandates for which the Driving Licence Card Account Trading Entity is responsible; and
- Accurately reflects the Impact, Outcome and Outputs which the Driving Licence Card Account Trading Entity will endeavour to achieve over 2022/23 fiscal year.







Mr Lufuno Lifhiga Senior Manager: Risk and Governance	Signature 
Mr Lehasa Moloi Acting CFO	Signature 
Ms Mpolokeng Mokone Senior Manager: Production and Service Delivery	Signature 
Mr Sandiso Thutshini Acting Head of Entity	Signature 
Mr. Mthunzi Madiya Acting Director-General: Transport	Signature 
Approved by: Hon. Fikile Mbalula, MP Minister of Transport	Signature 



TABLE OF CONTENTS

PART A: OUR MANDATE	9
1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES	9
2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES	10
3. UPDATES TO RELEVANT COURT RULINGS	11
PART B: OUR STRATEGIC FOCUS	12
4. VISION, MISSION AND VALUES	12
5. SITUATIONAL ANALYSIS	13
5.1 IMPACT OF COVID-19	13
5.2 PROBLEM STATEMENT	13
5.3 EXTERNAL ENVIRONMENT ANALYSIS	13
5.4 INTERNAL ENVIRONMENT ANALYSIS	14
6 EXPENDITURE ANALYSIS	19
PART C: MEASURING OUR PERFORMANCE	20
7 DRIVING LICENCE CARD ACCOUNT PROGRAMME PERFORMANCE INFORMATION	20
7.1 PROGRAMME: ADMINISTRATION	20
7.1.1 SUB-PROGRAMME 1: CORPORATE SERVICES	20
7.1.2 SUB-PROGRAMME 2: RISK AND GOVERNANCE	24
7.1.3 SUB-PROGRAMME 3: OFFICE OF THE CHIEF FINANCIAL OFFICER	27
7.2 PROGRAMME: PRODUCTION	34
7.3 PROGRAMME: INFORMATION TECHNOLOGY MANAGEMENT	40
7.4 PROGRAMME: SERVICE DELIVERY	46
PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)	54
8 PROGRAMME - ADMINISTRATION	54
8.1 ORGANISATIONAL STRUCTURE APPROVED	ERROR! BOOKMARK NOT DEFINED.
8.2 PERCENTAGE OF VACANT POSITIONS FILLED	54
8.3 PERCENTAGE OF THE EMPLOYEES TRAINED	55
8.4 ANNUAL PERFORMANCE PLAN APPROVED BY EXECUTIVE AUTHORITY	56
8.5 ANNUAL SURVEILLANCE AUDIT CONDUCTED BY SABS	57
8.6 UNQUALIFIED AUDIT OPINION	58
8.7 PERCENTAGE REDUCTION OF FRUITLESS AND WASTEFUL EXPENDITURE	59
8.8 PERCENTAGE REDUCTION OF CASES OF IRREGULAR EXPENDITURE	60
8.9 PERCENTAGE COMPLIANCE TO 30-DAY PAYMENT REQUIREMENT	61
9 PROGRAMME - PRODUCTION	62
9.1 NUMBER OF DRIVING LICENCE CARDS PRODUCED	62
9.2 NUMBER OF WORKING DAYS TAKEN TO PRODUCE DRIVING LICENCE CARDS	63
9.3 PERCENTAGE OF DRIVING LICENCE CARDS DELIVERED WITHIN A NUMBER OF WORKING DAYS	64
10 PROGRAMME – INFORMATION TECHNOLOGY	65
10.1 PERCENTAGE OF ENROLMENT SERVERS UPTIME	65
10.2 PERCENTAGE OF DISASTER RECOVERY PROJECT MILESTONES IMPLEMENTED	66
10.3 PERCENTAGE OF ELECTRONIC SIGNATURES PROJECT MILESTONES IMPLEMENTED	67
10.4 ADMIN ENVIRONMENT MIGRATION TO CLOUD IMPLEMENTED	ERROR! BOOKMARK NOT DEFINED.
11 PROGRAMME – SERVICE DELIVERY	69
11.1 PERCENTAGE OF DLTC INCIDENTS ATTENDED TO WITHIN A NUMBER OF WORKING DAYS	69
11.2 PERCENTAGE OF THE EXTERNAL CALLS LOGGED AND RESOLVED WITHIN A NUMBER OF WORKING DAYS	70
11.3 PERCENTAGE OF ENROLMENT EQUIPMENT MAINTAINED	71



11.4	STAKEHOLDER FRAMEWORK IMPLEMENTED	72
	ANNEXURE A – AMENDMENTS TO THE STRATEGIC PLAN	73
	ANNEXURE B – GLOSSARY OF TERMS.....	74



PART A: OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

Constitutional of the Republic of South Africa identifies the legislative responsibilities of different levels of government with regard to airports, roads, traffic management and public transport. Transport is a function that is legislated and executed at all levels of government. The implementation of transport functions at the national level takes place through public entities, which are overseen by the Department. Each public entity has a specific delivery mandate.

The Department is therefore responsible for conducting sector research; formulating legislation and policies to set strategic direction of sub-sectors; assigning responsibilities to public entities and other levels of government; regulating through setting norms and standards and monitoring implementation.

National Road Traffic Act 93 of 1996, Section 12 to 24 read together with regulation 99 to 127 stipulates that no person shall drive a motor vehicle on a public road without the driving licence and section 13 places responsibility for issuing licence authorizing the driving of a motor vehicle on the Driving Licence Testing Centre (DLTC).

National Road Traffic Regulations of 1999, govern the issuance of driving licences by prescribing the procedures to be undertaken by a driving licence testing centre and card production facility when issuing the driving licence and the payment of card production fees.

In 2007, National Treasury approved the establishment of the driving licence card account trading entity as a trading entity established in terms of Treasury Regulation 19.

The entity is a self-funding establishment reporting to the Accounting Officer of the Department of Transport directly through the Head of the Entity.

Treasury Regulation 19.5.3 states that the head of the trading entity must review rates for user charges at least annually before the budget, and any tariff increases are subject to approval by the relevant treasury.

Public Finance Management Act, 01 of 1999, regulates financial management in the national government and provincial governments, to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively, to provide for the



responsibilities of persons entrusted with financial management in those governments; and to provide for matters connected therewith.

Schedule Four (4) Part A of the Constitution provides for Road traffic regulation and vehicle licensing as concurrent functions of both the National and Provincial spheres of Government. Provincial Roads and traffic are classified as functional areas of exclusive provincial legislative competence. However, Section 44(2), of the Constitution, specifically provisions (c), (d), and (e) thereof, provides for Parliament to intervene in Schedule 5 matters. The National Road Traffic Act 93 of 1996 is, therefore, a Section 44(2) legislation promulgated under section 76(1) of the Constitution.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

DLCA policies	Date Approved
Code of conduct policy	30 May 2017
Employee migration and placement framework	30 May 2017
Leave policy and procedure	30 May 2017
Occupational health and safety policy	26 March 2021
Performance management policy	30 May 2017
Recruitment and selection policy	30 May 2017
Remuneration policy	30 May 2017
DLCA information technology security policy	17 August 2017
Risk Management policy	07 December 2020
Anti-fraud and corruption policy	30 November 2017
Risk Framework	07 December 2020
DLCA compliance policy	30 November 2017
An integrated Bursary and Scholarship Policy	30 November 2017
Security Policy	26 March 2021
Training and Development	30 November 2017



3. UPDATES TO RELEVANT COURT RULINGS

South Africa Supreme Court of Appeal: Minister of Transport v Prodiba (Pty) Ltd (20028/2014) [2015] ZASCA 38 (25 March 2015)

Constitutional Court of South Africa: Department of Transport and Others v Tasima (Pty) Limited [2016] ZACC 39.



PART B: OUR STRATEGIC FOCUS

4. VISION, MISSION AND VALUES

Vision

To be the trusted leader in the provision of authentic, secure and quality driver's licenses.

Mission

To achieve our vision, we will:

- a. Prioritize service delivery towards the satisfaction of all our clients
- b. Continuously evolve our delivery in line with technology and innovation
- c. Foster collaborative relationships with all relevant regulatory stakeholders
- d. Inspire and empower human capital to nurture excellence

Values

Values	Principles
People Centred	We are here to serve you our customers. Our people are our enduring advantage. Their calibre, passion and commitment sets us apart. We value transformation and encourage diversity. Performance counts
Accountability	We are focused on delivering, and we do what we say we will do. We hold ourselves accountable for our work, our behaviour, our ethics and our actions. We aim to deliver.
Integrity	We maintain the highest level of transparency, honesty, fairness and respect when we deal with each other, our customers and our stakeholders.
Excellence	We are inspired by excellence in everything we do. We strive for exceptional business standards, superior performance and professionalism within a framework of sound governance and affordability.
Passion	We love what we do. We are passionate about our brand and promote a positive, energizing, optimistic and fun environment. Our reputation relies on the advocacy and enthusiasm of every employee.



5. SITUATIONAL ANALYSIS

5.1 Impact of COVID-19

The DLCA is a self-funded organisation, it generates its revenue from the sale of driving licence cards to the Driving Licence Testing Stations, the entity saw a considerable decline in revenue due to the decline in driving licence cards applications received as a result of Covid19 disruptions.

The entity also lost considerable number of production days for the order it had already received and as a results of constant shut down due to infections in the production room. The entity developed the Covid19 Risk Management Strategy and put measures in place to minimise the impact of the pandemic.

5.2 Problem Statement

The DLCA is one of the Road Transport entities, it contributes towards the Department's outcome for the improved transport safety and security, the DLCA is at the end of the value chain in that it issues South African drivers with the valid licence driving licences. the DLCA also play a role by conducting eye tests in five years' interval of the licence renewal thereby ensuring safety of all road users.

5.3 External Environment Analysis

Strength	Weaknesses
<ul style="list-style-type: none">▪ The DLCA is the sole producer of the driving licence cards in the Republic of South Africa▪ The DLCA is a Trading Entity operating under the Department of Transport with the full support the Executive Authority.▪ Committed and passionate staff members.	<ul style="list-style-type: none">▪ Lack of integrated communication with other transport entities which affects stakeholder engagements▪ DLCA's current organizational structure does not support its mandate▪ The current technology is obsolete and hampers the ability of DLCA to efficiently and effectively deliver its mandate.



Opportunities	Threats
<ul style="list-style-type: none"> ▪ The exploration of digital technology to enhance the turnaround time for the production of card. ▪ The use of digital technology such as online and mobile services to provide improved customer service experience. ▪ Introduction of the new driving licence cards to comply with the international standards ▪ Investment in infrastructure to manufacture the raw material for the production of driving licence cards. ▪ Legislation amendments to expand the DLCA mandate to include other driving licence card production related offerings ▪ The government strategy of rationalisation may result in merging of DLCA with other related transport Entities. 	<ul style="list-style-type: none"> ▪ The emergence of alternative transport initiatives such as on-demand ride service may impact on the demand of the driving licence cards. ▪ Threat of disruption to production due to internal forces ▪ Loss of critical staff members due to the Covid-19 pandemic

5.4 Internal Environment Analysis

The Driving Licence Card is proud to have received yet another unqualified audit report for the 2020-21 financial year from the Auditor General of South Africa. The DLCA worked tirelessly to make this a reality. The consistent attainment of this audit opinion is a clear demonstration of our commitment to transparency and good governance.



Financial Health

The Entity generates its revenue from the sale of driving licences. In the 2020/21 financial year the DLCA had a healthy financial position.

The solvent assessment reflects that the DLCA is able to meet its long term commitments. In the 2020/21 financial year the total assets exceeded total liabilities by R40 million. The total assets were reflected at R444.5 million and the total liabilities were reflected R35.4 million.

The liquidity assessment reflects that the DLCA is able to pay its short term obligations. The current ratio which measures the Entity's ability to pay off its short term liabilities with its current assets as at 31 March 2021 was 10:1; this is above the industry norm of 2:1.

Future outlook:

- An estimated of more 10% increase in financial performance is expected in the 2022/2023 financial year due to high renewal of driving licence.
- The entity applied for retention of current year surplus to finance its future capital projects.

Infrastructure

In 2020/21, the DLCA extended the web and Short Message Service (SMS) enquiry services to the Professional Driving Permit (PrDP) functionality. Applicants can SMS their ID number to 33214 and receive a response regarding the status of their PrDP criminal record check or go to the Department of Transport website to perform the same enquiry.

The piloting of the mobile bus was concluded in August 2020 and it was deemed successful. The pilot has led to the Gauteng Department of Roads & Transport adopting the model for the 4 electric buses to be used to address any driving licence backlog experienced during COVID-19 lockdown restrictions.

The advent of the COVID-19 pandemic in March 2020 has led to a dramatic change to human life cascading into how business operates. The social and economic effects of the pandemic characterised by extension of the validity of driving licence, has required the DLCA to assess its business model and fast track its digital adoption strategy.

The Digital strategy involves the adoption of digital technologies in order to position the DLCA as an agile, innovative and service orientated organisation. The digital strategy will be implemented in 2 phases namely (1) Digital Enablement and (2) Digital Transformation.



Digital Enablement - Smart Enrolment

The digital enablement strategy involves addition of a digital layer to existing business touchpoints to drive efficiencies and improve experiences. For the DLCA, this digital layer will focus on the collection of enrolment data appearing on the driving licence card. Dubbed Smart Enrolment, the project objective is to use digital technology to allow for the collection of enrolment data through multiple channels. These channels include the online renewal of driving licence cards which will involve seamless integration with NaTIS and other identity related systems. Smart enrolment coincides with the end of the live enrolment unit contract and creating opportunity to introduce alternative instruments to facilitate the collection of enrolment data. This project will be jointly delivered with the RTMC.

Digital Transformation – New Driving Licence Card

The digital transformation strategy represents an ongoing commitment to organizational adaptability for long-term resilience and success and a contribution towards an integrated transport system.

The introduction of the new driving licence involves a new design of the driving licence card and the re-engineering of processes to allow for agility and focusing on delivering services efficiently and quickly. The project will allow for the adoption of digital technologies such as block-chain and other related technologies.

DLCA Risk Statement

The realisation of our strategic plan depends on the Entity being able to take calculated risks in a way that does not jeopardise the direct interests of stakeholders. Sound management of risk will enable all to anticipate and respond to changes in the service delivery environment, as well as make informed decisions under conditions of uncertainty.

DLCA personnel subscribe to the fundamental principles that all resources will be applied economically to ensure:

- a) The highest standards of service delivery;



- b) A management system containing the appropriate elements aimed at minimizing risks and costs in the interest of all stakeholders;
- c) Education and training of all officials to ensure continuous improvement in knowledge, skills and capabilities which facilitate consistent conformance to the stakeholders' expectations; and
- d) Maintaining an environment, which promotes the right attitude and sensitivity towards internal and external stakeholder satisfaction.

Organisational Environment

The current DLCA structure was approved by the Minister in 2015. When the DLCA took-over the production function in May 2015, it became apparent that the approved structure would not provide sufficient capacity for optimal performance of the entity. The current team is working beyond its capabilities to ensure that the objectives are met. It is with pure dedication and working overtime that the current team has managed to reach its objectives. However, this model is not sustainable and places a heavy burden on the current employees. It is imperative that the proposed organisational structure be finalized and the Entity be adequately capacitated as it faces a risk of loss of institutional knowledge and expertise.

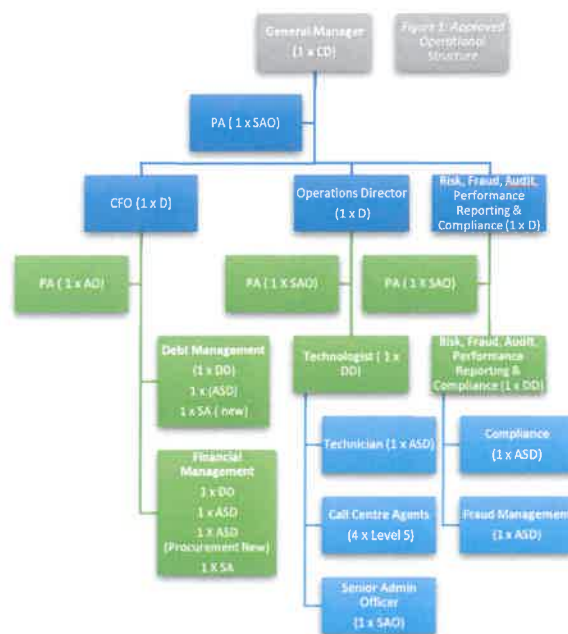


Figure 1: Approved Operational Structure

The Driving Licence Card Account is currently in the process of updating the above organisational structure to ensure improved service delivery.



Quality environment

DLCA was certified as ISO 9001: 2015 compliant on 25 June 2019 and the certificate will expire on 28 June 2022. The entity undergoes a surveillance audit annually which are conducted by the SABS. The audit for 2021/22 was conducted on 01-02 February 2022



6 EXPENDITURE ANALYSIS

Description	2018/19		2018/19		2020/21		2021/22		2022/23		2023/24		2024/25	
	Budget R'000	Audited outcome R'000	Budget R'000	Audited outcome R'000	Budget R'000	Audited outcome R'000	Budget estimate R'000	Approved budget R'000	2022/23	2023/24	2024/25	2023/24	2024/25	
Revenue														
Administrative fees	-	48	-	34	53	22	55	23	24	25	27	25	27	
Sales of cards	189 696	211 211	222 456	200 828	178 152	139 974	245 436	264 322	213 366	222 706	232 060	222 706	232 060	
Interest received	33 426	26 006	32 385	26 919	24 036	9 618	10 238	6 984	12 280	12 826	13 398	12 826	13 398	
Transfers received	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total revenue	223 133	237 265	254 841	227 781	202 241	149 614	255 729	271 329	255 670	235 557	245 485	235 557	245 485	
Expenses														
Compensation of employees	37 798	18 973	20 130	19 661	24 042	17 534	31 633	38 278	39 682	41 448	43 309	41 448	43 309	
Goods and services	144 855	112 253	187 572	106 039	127 393	86 417	133 577	144 056	112 819	111 990	116 932	111 990	116 932	
Depreciation	40 480	32 593	37 339	34 444	49 906	31 644	52 132	41 759	56 182	44 476	27 126	44 476	27 126	
Total expenses	223 133	163 819	245 041	160 144	201 341	135 595	217 342	224 093	208 683	197 914	187 367	197 914	187 367	
Surplus/(Deficit)	-	73 446	9 800	67 637	900	14 019	38 387	47 263	16 987	37 643	58 118	37 643	58 118	



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ANNUAL PERFORMANCE PLAN 2022/23

PART C: MEASURING OUR PERFORMANCE

7 DRIVING LICENCE CARD ACCOUNT PROGRAMME PERFORMANCE INFORMATION

7.1 Programme: Administration

Purpose: To provide effective leadership, strategic management and corporate support to the entity

7.1.1 Sub-Programme 1: Corporate Services

NDP Priority 2: Economic Transformation and Job Creation

NDP Priority 3: Education, Skills and Health

NDP Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services

Sub-Programme 1: Outcomes, Outputs, Performance Indicator and Targets

Performance Outcome	Output	Output Indicator	Annual Targets								
			Audited / Actual Performance		Estimated Performance	MTEF Period					
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
Skills Development											



Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance		Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Improved sector skills and capacity	Reviewed organisational structure	Organisational structure approved	-	-	Memo requesting approval has been sent to the office of the Director General (DG)	Updated organisational structure Approved	-	-	Reviewed organisational structure
	Filling of vacant positions	Percentage of vacant positions filled	Human resource manager, Chief financial officer and Machine technician	25% vacancy rate	56% vacancy rate (15/27)	Vacancy rate not more than 10% of the approved organisational structure	Fill 4% of vacant positions as per approved organisational structure	Fill 15% of vacant positions as per approved organisational structure	Fill 27% of vacant positions as per approved organisational structure



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Department:
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN 2022/23

Performance Outcome	Output	Output Indicator	Annual Targets								
			Audited / Actual Performance		Estimated Performance	MTEF Period					
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25		
		post where advertised									
	Implementation of the training plan	Percentage of employees trained	-	8% (7-83x100) of training conducted	8% of the training plan implemented (6/78)	100% of the training plan implemented	50% of employees trained	60% of employees trained	70% of employees trained		



Sub-Programme 1: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Skills Development					
Percentage of vacant positions filled	Fill 4% of vacant positions as per approved organisational structure	Advertise, shortlist and interview 4% of the vacant positions	Appoint and fill all advertised vacancies	-	-
Number of employees trained	50% of employees trained	Approved Training Plan	20% of employees trained	40% of employees trained	50% of employees trained

7.1.2 Sub-Programme 2: Risk and Governance
NDP Priority 1: Building a Capable, Ethical and Developmental State
Sub-Programme 2: Outcomes, Outputs, Performance indicator and Targets

Performance Outcome	Output	Output Indicator	Audited / Actual Performance				Annual Targets									
			2018/19		2019/20		2020/21		2021/22		2022/23		2023/24		2024/25	
			-		Approved strategic plan (2020-2025)		Approved 2020/21 annual performance plan		Annual performance plan was reviewed		Strategic plan approved by executive authority		DLCA strategic plan 2020-2025		DLCA annual performance plan 2020/21	
Improved governance and strengthened control environment	DLCA strategic plan 2020 – 2025	Strategic plan approved by executive authority	-		Approved strategic plan (2020-2025)		Approved 2020/21 annual performance plan		Annual performance plan was reviewed		Strategic plan approved by executive authority		DLCA strategic plan 2020-2025		DLCA annual performance plan 2020/21	
			-		Approved strategic plan (2020-2025)		Approved 2021/22 annual performance plan		Approved 2022/23 annual performance plan		Approved 2023/24 annual performance plan		Revised strategic plan (2020 – 2025)-		Approved 2024/25 annual performance plan	
			-		Approved strategic plan (2020-2025)		Approved 2021/22 annual performance plan		Approved 2022/23 annual performance plan		Approved 2023/24 annual performance plan		Revised strategic plan (2020 – 2025)-		Approved 2024/25 annual performance plan	



Performance Outcome	Output	Output Indicator	Annual Targets							
			Audited / Actual Performance		Estimated Performance	MTEF Period				
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
	Maintenance of ISO 9001 accreditation conducted	Surveillance audit conducted by SABS	Gap analysis was conducted	Annual audit of the compliance to ISO 9001 was conducted by the SABS	Annual audit of the compliance to ISO 9001 was conducted by the SABS	Annual audit of the compliance to ISO 9001	Annual audit of the compliance to ISO 9001	Annual audit of the compliance to ISO 9001	Annual audit of the compliance to ISO 9001	Annual audit of the compliance to ISO 9001

Sub-Programme 2: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Compliance to Legislation					
Annual performance plan approved by executive authority	Approved 2023/24 annual performance plan	-	1 st draft of the 2023/24 APP	2 nd draft of the 2023/24 APP	Approved 2023/24 APP
Surveillance audit conducted by SABS	Annual audit of the compliance to ISO 9001	Internal ISO audits conducted as per annual calendar	Internal ISO audits conducted as per annual calendar	Internal ISO audits conducted as per annual calendar	Annual accreditation of ISO 9001 compliance conducted by SABS



7.1.3 Sub-Programme 3: Office of the Chief Financial Officer

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

Sub-Programme 3: Outcomes, Outputs, Performance indicator and Targets

Performance Outcome	Output	Output Indicator	Annual Targets				MTEF Period		
			Audited / Actual Performance		Estimated Performance				
			2018/19	2019/20	2020/21			2021/22	
Fighting Corruption, Promoting Integrity and Compliance to Legislation									
Improved governance and strengthened control environment	Implementation of action plans to address audit findings	Unqualified audit opinion	-	-	DLCA received unqualified audit opinion with findings from AGSA for the year 2019/20	Unqualified audit opinion (Previous Financial Year)	Unqualified audit opinion with no material findings (clean audit)	Unqualified audit opinion with no material findings (clean audit)	Unqualified audit opinion with no material findings (clean audit)



Performance Outcome	Output	Output Indicator	Annual Targets								
			Audited / Actual Performance		Estimated Performance	MTEF Period					
			2018/19	2019/20		2020/21	2021/22	2022/23	2023/24	2024/25	
	Elimination of fruitless and wasteful expenditure	Percentage reduction of cases of fruitless and wasteful expenditure	-	-	-	-	25% reduction of cases of fruitless and wasteful expenditure	25% reduction of cases of fruitless and wasteful expenditure	25% reduction of cases of fruitless and wasteful expenditure	25% reduction of cases of fruitless and wasteful expenditure	25% reduction of cases of fruitless and wasteful expenditure
	Reduction of irregular expenditure	Percentage reduction of cases of irregular expenditure	-	-	-	-	25% reduction of cases of irregular expenditure	25% reduction of cases of irregular expenditure	25% reduction of cases of irregular expenditure	25% reduction of cases of irregular expenditure	25% reduction of cases of irregular expenditure
	Compliance to 30-day payment requirement	Percentage compliance to 30-day payment requirement	-	-	-	-	100% compliance	100% compliance	100% compliance	100% compliance	100% compliance



Sub-Programme 3: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Fighting Corruption and Promoting Integrity					
Unqualified audit opinion	Unqualified audit opinion with no material findings (clean audit)	1. Monitor and evaluate implementation of action plans 2. Prepare and review accurate management accounts	1. Monitor and evaluate implementation of action plans 2. Prepare and review accurate management accounts	1. Monitor and evaluate implementation of action plans 2. Prepare and review accurate management accounts	1. Monitor and evaluate implementation of action plans 2. Prepare and review accurate management accounts
Percentage reduction of cases of wasteful and fruitless expenditure	25% reduction of cases of and fruitless wasteful expenditure	-	Bi-Annual Report on steps taken to reduce wasteful and fruitless expenditure.	-	Annual Report on steps taken to reduce wasteful and fruitless expenditure.
Percentage reduction of cases of irregular expenditure	25% reduction of cases of irregular expenditure	-	Bi-Annual Report on steps taken to reduce	-	Annual Report on steps taken to reduce irregular



Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Percentage reduction of cases of wasteful and fruitless expenditure	25% reduction of cases of wasteful and fruitless expenditure	-	Bi-Annual Report on steps taken to reduce wasteful and fruitless expenditure.	-	Annual Report on steps taken to reduce wasteful and fruitless expenditure.



Programme - Administration: Explanation of planned performance over the medium term period

The current approve structure did not take into consideration the entity's take-over of the production of driving license card, it was approved at the time when the DLCA played a project management role over card production function, it is therefore imperative for the DLCA to update the current organisational structure taking into consideration the Production function, its Information Technology responsibilities, Service delivery and Human Resource function.

Implementation of action plans to address audit findings will contribute towards fighting Corruption and promoting Integrity that enable DLCA to be trusted leader in the production of driving license cards in South Africa and ensure compliance to corporate governance's best practices and principles. The DLCA's Strategic Plan (2020 – 2025) and DLCA Annual Performance Plan 2020/21 is geared towards improved service delivery in line with government transport sector's strategic outcome.

The DLCA is an ISO certified organisation and has the responsibility to maintain and uphold its accreditation, the quarterly and annual ISO audits ensure that the DLCA is ISO compliant.

Programme - Administration: Reconciling performance targets with the Budget and MTEF

Rand thousand	Audited Outcome	Audited Outcome	Audited Outcome	Average growth rate (%)	Expenditure e/total: Average (%)	Medium-Term estimate		Average growth rate (%)	Expenditure/ total: Average (%)	
	2018/19	2019/20	2020/21	2018/19 – 2021/22	2021/22 – 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	
Administration	27 671	33 651	28 335	41.3%	23.4%	67 388	70 962	74 050	-1.7%	35.6%

Funding trends

- Funding will decrease over the period 2021/2022 to 2024/2025 by an average of 1.7% per year, taking 2021/2022 as the baseline.
- Funding increased over the period 2018/2019 to 2021/2022 by an average of 23.4% per year, taking 2018/2019 as the baseline.
- The level of funding in 2018/2019 is R 2 7671 000.
- The level of funding in 2021/2022 will be R 28 075 000.
- The increase over the seven-year period is therefore 41.1% per year.

Expenditure trends

The estimated budget for the programme for 2022/23 is R 67 388 000.



Programme - Administration: Updated Key Risks

Outcome	Key Risk	Description	Risk Mitigation
Organisational Structure approved	<ul style="list-style-type: none"> Spread of COVID-19 	<ul style="list-style-type: none"> Operational disruptions caused by the Spread of COVID-19 and the subsequent nationwide lockdown 	<ul style="list-style-type: none"> Implement Covid19 risk Management strategy
Percentage of vacant positions filled	<ul style="list-style-type: none"> Inadequate human resource capacity 	<ul style="list-style-type: none"> Lack of skills, knowledge and capabilities to deliver on the strategic out comes of the entity, implement and support infrastructure 	<ul style="list-style-type: none"> Approve updated organizational structure Capacitate the entity in line with the updated organizational structure
Percentage of employees trained	<ul style="list-style-type: none"> Non-availability of suitable and accredited services providers 	<ul style="list-style-type: none"> Develop and approve retention strategy Ensure that employees attend the relevant training 	<ul style="list-style-type: none"> Develop and approve retention strategy Ensure that employees attend the relevant training
Unqualified audit opinion	<ul style="list-style-type: none"> Non-compliance with applicable legislation 	<ul style="list-style-type: none"> Compliance to Financial management prescripts. Compliance to HR prescripts Compliance to IT framework Compliance to Occupational Health security Compliance to Risk and Governance Framework 	<ul style="list-style-type: none"> Update the relevant applicable regulations and monitor implementation Review HR policies Develop IT framework and policies Review Enterprise Risk Management policies and framework Develop finance and procurement policies
Surveillance audit conducted by SABS	<ul style="list-style-type: none"> Non-compliance to ISO 9001 standards 	<ul style="list-style-type: none"> Non-compliance with applicable quality standards 	<ul style="list-style-type: none"> Conduct internal audits to ensure compliance to ISO standards.



7.2 Programme: Production

Purpose: To produce and deliver a highly secure, quality and durable driving licence

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

NDP Priority 6: Social Cohesion and Community Safety

Outcomes, Outputs, Performance indicator and Targets

Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance		Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Safer Transport Systems									
Improved transport safety and security	Produced driving licence cards	Number of average working days taken to produce driving licence cards	-	-	19 working days	14 working days	Produce driving licence cards within an average of 14 working days	Produce driving licence cards within an average of 7 working days	Produce driving licence cards within an average of 5 working days
	Produced Driving Licence cards	Number of driving licence cards produced	2,543,938	2,534,701	1 783 814	1,200,000 cards produced annually	2,000,000 cards produced annually	2,500,000 cards produced annually	2,500,000 cards produced annually



Performance Outcome	Output	Output Indicator	Annual Targets					MTEF Period				
			Audited / Actual Performance		Estimated Performance	MTEF Period						
			2018/19	2019/20	2020/21	2021/22	2022/23		2023/24	2024/25		
Innovation												
Improved competitiveness through adoption of new technology	Electronic driving licence (EDL)	Electronic driving licence rolled out	-	-	-	-	-	-	-	-	-	Introduction of EDL
Improved operational efficiency in the delivery of driving licence cards	Improving turnaround time for distribution of driving licence cards	Percentage of driving licence cards delivered within 7 working days	62% of driving licence cards delivered within 7 working days	98% (96.36% + 97.34%+ 98.36+ 98.14= 390.2/4) of driving licence cards delivered within 7 working days	-	95% of cards delivered within an average of 7 working days	95% of cards delivered within an average of 7 working days	95% of cards delivered within an average of 7 working days	95% of cards delivered within an average of 7 working days	95% of cards delivered within an average of 7 working days	95% of cards delivered within an average of 7 working days	95% of cards delivered within an average of 7 working days

Programme - Production: Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Safer Transport Systems					
Number of average working days taken to produce driving licence cards	Produce driving licence cards within an average of 14 working days	Produce driving licence cards within an average of 14 working days	Produce driving licence cards within an average of 14 working days	Produce driving licence cards within an average of 14 working days	Produce driving licence cards within an average of 14 working days
Number of driving licence cards produced	2,000,000 cards produced annually	500 000	550 000	400 000	550 000
Innovation					
Percentage of driving licence cards delivered within a number of working days	95% of cards delivered within an average of 7 working days	95% of cards delivered within an average of 7 working days	95% of cards delivered within an average of 7 working days	95% of cards delivered within an average of 7 working days	95% of cards delivered within an average of 7 working days



Programme - Production: Explanation of planned performance over the medium term period

The DLCA plans to modernize the driving licence production environment. This include the purchasing of a new production machine for the printing of driving licence cards and the introduction of a secure and high quality and durable licence card. The design of the card will have to be approved by Cabinet. It is anticipated that the process of the new design and the procurement of the machine will run concurrently

The changes to the card production environment will lay the foundation for the introduction of a mobile or e-driving licence (e-DL). With the introduction of e-DL, the motorist will have an option to apply for an e-DL. According to the ICASA¹ report on the state of ICT Sector in SA in 2019, the total number of 4G/LTE device subscribers in SA in 2018 was over 12.6 million. The report also found that SA's had an 81.72% smartphone penetration. Over time, it is estimated that more e-DLs will be issued.

¹ Source: <https://www.itweb.co.za/content/GxwQDM1AYy8MIPVo>



Programme - Production: Reconciling performance targets with the Budget and MTEF

Rand thousand	Audited Outcome 2018/19	Audited Outcome 2019/20	Audited Outcome 2020/21	Approved budget 2021/22	Average growth rate (%) 2018/19 – 2021/22	Medium-Term estimate			Expenditure/total: Average (%) 2021/22 - 2024/25		
						Average growth rate (%) 2018/19 – 2021/22	2022/23	2023/24		2024/25	
Production	78 273	69 290	52 428	77 399	-0.4%	41.1%	71 239	72 025	74 898	-1.1%	36.3%

Funding trends

- Funding will decrease over the period 2021/2022 to 2024/2025 by an average of 1.1% per year, taking 2021/2022 as the baseline.
- Funding increased over the period 2018/2019 to 2021/2022 by an average of 41.1% per year, taking 2018/2019 as the baseline.
- The level of funding in 2017/2018 is R 78 273 000.
- The level of funding in 2021/2022 will be R 5 2428 000.
- The decrease over the seven-year period is therefore 0.4% per year.

Expenditure trends

The estimated budget for the programme for 2022/23 is R 71 239 000.



Programme - Production: Updated Key Risks

Outcome	Key Risk	Description	Risk Mitigation
Number of cards produced annually.	<ul style="list-style-type: none"> ▪ Spread of COVID-19 ▪ Obsolete stock ▪ Lack of technical skills ▪ Possible breakdown in production machine 	<ul style="list-style-type: none"> ▪ Operational disruptions caused by the outbreak of Covid-19 and the subsequent nationwide lockdown ▪ The Entity may not have material to produce the driving licence cards ▪ Lack of skills to maintain the current infrastructure 	<ul style="list-style-type: none"> ▪ Implement the COVID-19 risk management strategy ▪ Daily monitoring of stock ▪ A capacity programme is to be put in place to ensure that relevant staff is trained
Number of days taken to produce cards annually			
Percentage of driving licence cards delivered within a number of working days	Loss of driving licence cards	<ul style="list-style-type: none"> ▪ Cards may be delivered to the wrong address ▪ Cards may be stolen internally 	DLCA has access to the proof of delivery
New ISO 18013-compliant driving licence card rolled out	Non-compliance with applicable standards	Non-compliance with processes and procedures of ISO 18013	Conduct internal audits to ensure compliance to ISO standards. Perform internal audits as per calendar
New card machine installed	Delay in the introduction of the new driving licence card	Delays in the approval of the new card design and equipment.	Engage with the executive authority annually.

7.3 Programme: Information Technology Management

Purpose: To provide effective and efficient ICT infrastructure

NDP Priority 2: Economic Transformation and Job Creation

Outcomes, Outputs, Performance indicator and Targets

Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance		Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2022/23	2023/24	2024/25	
Effectiveness and efficiency of the ICT infrastructure									
Improved competitiveness through adoption of new technology	LEU servers uptime	Percentage LEU servers uptime	-	-	-	95% of ICT enrolment servers uptime availability [measuring uptime of the server hosting business systems]	95% enrolment servers uptime	95% enrolment servers uptime	99% enrolment servers uptime



transport

Department:
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN 2022/23

Performance Outcome	Output	Output Indicator	Annual Targets									
			Audited / Actual Performance		Estimated Performance	MTEF Period						
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25			
Innovation												
Improved competitiveness through adoption of new technology	Full implementation of disaster recovery plan	Percentage of disaster recovery plan project milestones implemented	-	-	-	-	100% implementation of disaster recovery plan	Support and maintenance of the disaster recovery.	Support and maintenance of the disaster recovery.			
	Implementation of electronic signatures	Percentage of electronic signatures project milestones implemented	-	-	-	-	100% implementation of electronic signatures					
	Migration from current administration on-premises physical environment to cloud environment	Administration environment migrated to cloud environment	-	-	-	-	Implementation of one milestone of cloud migration plan	Support and maintenance	Support and maintenance			



Programme – Information Technology: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Effectiveness and efficiency of the ICT					
Percentage enrolment servers uptime	95% enrolment servers uptime	95% of enrolment servers uptime	95% of enrolment servers uptime	95% of enrolment servers uptime	95% of enrolment servers uptime
Innovation					
Percentage of disaster recovery plan project milestones implemented	100% implementation of disaster recovery plan	25% implementation of disaster recovery plan	50% implementation of disaster recovery plan	75% implementation of disaster recovery plan	100% implementation of disaster recovery plan
Percentage of electronic signatures project milestones implemented.	100% implementation of electronic signatures project	25% implementation of electronic signatures project	50% implementation of electronic signatures project	75% implementation of electronic signatures project	100% implementation of electronic signatures project
Admin environment migration implemented	Implementation of one milestone of cloud migration plan	Conduct feasibility study	Develop business case	Develop cloud migration strategy and plan	Implement one milestone of the strategy plan

Programme - Information Technology: Explanation of planned performance over the medium term period

The enrolment server uptime is very crucial for DLCA to monitor because if it is down the DLCTCs will not be able to process any driving licence. The server uptime monitoring is another tool that DLCA use to make sure that the service delivery to the driving population of republic of South Africa is not obstructed. The enrolment down time might have an impact on the DLCA's performance.

Disaster recovery plan is important as it outlines structured approach that describes how the DLCA can quickly resume work after an unplanned incident. This disaster recovering plan will mainly focus on how the DLCA will recover data after incident.



Programme - Information Technology: Reconciling performance targets with the Budget and MTEF

Rand thousand	Audited Outcome	Audited Outcome	Audited Outcome	Approved budget	Average growth rate (%)	Expenditure/ total: Average (%)	Medium-Term estimate		Average growth rate (%)	Expenditure/ total: Average (%)	
	2018/19	2019/20	2020/21	2021/22	2018/19 – 2021/22	2021/22 – 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	
Infrastructure	55 114	55 768	54 216	68 494	7.5%	34.8%	69 925	54 790	38 276	-17.6%	28.0%

Funding trends

- Funding will decrease over the period 2021/2022 to 2024/2025 by an average of 17.4% per year, taking 2021/2022 as the baseline.
- Funding increased over the period 2018/2019 to 2021/2022 by an average of 34.8% per year, taking 2018/2019 as the baseline.
- The level of funding in 2018/2019 is R 78 273.
- The level of funding in 2021/2022 will be R 52 428.
- The increase over the seven-year period is therefore 7.5% per year.

Expenditure trends

The estimated budget for the programme for 2022/23 is R 69 925 000.



Programme - Information Technology: Updated Key Risks

Outcome	Key Risk	Description	Risk Mitigation
Percentage enrolment servers uptime	Server failure	Server not responding	Server monitoring system
Percentage of disaster recovery plan project milestones implemented	Lack of implementation of disaster recovery plan	Lack of implementation of disaster recovery plan	<ul style="list-style-type: none"> ▪ Approved IT Disaster Recovery Plan ▪ Approved IT back and Data Recovery Policy
Percentage of electronic signature project implemented	Lack of skilled personnel	Lack of skilled personnel to manage the project of implementing electronic signatures	A capacity programme is to be put in place to ensure that relevant staff is trained.
	Poor performance of appointed service provider.	Poor performance of the service provider resulting in the entity not achieving its goals	SLA to be put in place to manage performance and performance reviews to be conducted as per schedule



7.4 Programme: Service Delivery

Purpose: To improve operational effectiveness and customer service in line with Batho-Pele Principles

Priority 1: Building a Capable, Ethical and Developmental State

Outcomes, Outputs, Performance indicator and Targets

Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance		Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Customer services									
Improved governance and strengthened control environment	All DLTC incidents attended	Percentage of DLTC incidents attended to within a number of working days	100% of DLTC service requests are resolved within 7 working days	100% (491÷491 x 100) of DLTC incidents attended to within 7 working days.	100% of DLTC incidents attended to within 7 working days(251/251)	95% of DLTC incidents attended to within 7 working days.	95% of DLTC incidents attended to within an average of 5 working days.	95% of DLTC incidents attended to within an average of 5 working days.	95% of DLTC incidents attended to within an average of 5 working days.
			95% of DLTC incidents attended to within 7 working days.	95% of DLTC incidents attended to within an average of 5 working days.	95% of DLTC incidents attended to within an average of 5 working days.	95% of DLTC incidents attended to within an average of 5 working days.	95% of DLTC incidents attended to within an average of 5 working days.		



Performance Outcome	Output	Output Indicator	Annual Targets					
			Audited / Actual Performance		Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
All external LEU calls logged and resolved	Percentage of the external LEU calls logged and resolved within 7 days	Percentage of the external LEU calls logged and resolved within 7 days	93% of all calls logged	95% (2367÷2481×100) of all calls logged	95% of all calls logged	95% of all LEU calls logged	95% of all LEU calls logged	95% of all LEU calls logged
			resolved within 7 days	resolved within 7 working days (1786/1882)	resolved within 7 working days	resolved within an average of 7 working days	resolved within an average of 7 working days	resolved within an average of 7 working days
Enrolment equipment maintained	Percentage of enrolment equipment maintained	Percentage of enrolment equipment maintained	95% of enrolment equipment maintained	100% (2367÷2481×100) of enrolment equipment maintained	95% of enrolment equipment maintained (927/964)	95% of enrolment equipment maintained	95% of smart enrolment equipment maintained	95% of smart enrolment equipment maintained



Performance Outcome	Output	Output Indicator	Annual Targets				MTEF Period	
			Audited / Actual Performance		Estimated Performance	2022/23		
			2018/19	2019/20				2020/21
Batho-Pele Principles								
Improved governance and strengthened control environment	Stakeholder Framework	Stakeholder Framework implemented	-	-	Stakeholder engagement framework approved by the Acting Head	Monitor and evaluate stakeholder Framework	Monitor and evaluate stakeholder Framework	Monitor and evaluate stakeholder Framework

Programme – Service Delivery: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Customer services					
Percentage of DLTC incidents attended to within a number of working days	95% of DLTC incidents attended to within an average of 5 working days.	95% of DLTC incidents attended to within an average of 5 working days.	95% of DLTC incidents attended to within an average of 5 working days.	95% of DLTC incidents attended to within an average of 5 working days.	95% of DLTC incidents attended to within an average of 5 working days.



Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Percentage of the external calls logged and resolved within a number of working days	95% of all calls logged resolved within an average of 7 working days	95% of all calls logged resolved within an average of 7 working days	95% of all calls logged resolved within an average of 7 working days	95% of all calls logged resolved within an average of 7 working days	95% of all calls logged resolved within an average of 7 working days
Percentage of enrolment equipment maintained	95% of enrolment equipment maintained	95% of enrolment equipment maintained	95% of enrolment equipment maintained	95% of enrolment equipment maintained	95% of enrolment equipment maintained
Batho-Pele Principles					
Stakeholder Framework implemented	Monitor and evaluate stakeholder Framework	Attend quarterly stakeholder engagement sessions	Attend quarterly stakeholder engagement sessions	Attend quarterly stakeholder engagement sessions	Attend quarterly stakeholder engagement sessions
		Conduct customer satisfaction survey	Conduct customer satisfaction survey	Conduct customer satisfaction survey	Conduct customer satisfaction survey
		Review SLA with Provinces	Review and sign SLA with 1 province	Review and sign SLA with 1 province	Review and sign SLA with 2 province



Programme – Service Delivery: Explanation of planned performance over the medium term period

This outcome deals mainly with the DLCA's customers which are the Provinces and ultimately, the DLTCs. Due to change driven by changing customer needs and utilization of technology, the service delivery improvement plan will have to be drafted and periodically reviewed to identify new initiative to improve service delivery. These initiative will have to take into account the customer landscape, change in technology, and legislation as well as the changes in the driving licence ecosystem. The Executive Committee of the DLCA will have to identify at least 1 initiative to be implemented that year. The chosen initiatives will be prioritised taking into consideration stakeholder feedback based on the newly drafted stakeholder engagement framework.

Programme – Service Delivery: Reconciling performance targets with the Budget and MTEF

	Audited Outcome	Audited Outcome	Audited Outcome	Approved budget	Average growth rate (%)	Expenditure/total: Average (%)	Medium-Term estimate			Expenditure /total: Average (%)
							2020/21	2021/22	2018/19 – 2021/22	
Rand thousand	2018/19	2019/20	2020/21	2021/22	2018/19 – 2021/22	2022/23	2023/24	2024/25	2021/22 - 2024/25	
Service delivery	2 761	1 435	616	125	-64.4%	131	137	143	4.6%	0.1%

Funding trends

- Funding will increase over the period 2021/2022 to 2024/2025 by an average of 4.6% per year, taking 2021/2022 as the baseline.
- Funding increased over the period 2018/2019 to 2021/2022 by an average of 0.8% per year, taking 2018/2019 as the baseline.
- The level of funding in 2018/2019 is R 2 761 000.
- The level of funding in 2021/2022 will be R 616 000.
- The decrease over the seven-year period is therefore 64.4% per year.

Expenditure trends

The estimated budget for the programme for 2022/23 is R 131 000.



Programme – Service Delivery: Updated Key Risks

Outcome	Key Risk	Description	Risk Mitigation
95% of DLTC incidents attended to within 7 working days	Spread of COVID-19	Operational disruptions caused by the outbreak of COVID-19 and the subsequent nationwide lockdown	Implement the Covid-19 Risk Management Strategy
	Lack of processes in place to address customer complaints	Lack of sufficient and clear processes in place leads to slow response to enquiries	<ul style="list-style-type: none"> ▪ A customer complaints system to be implemented ▪ SDIP initiatives to be implemented. ▪ Staff to be trained on processes
Stakeholder Framework implemented	Lack of support of the identified service delivery initiatives	The lack of support or adoption of the identified service delivery initiatives	SLA to be put in place
Percentage of enrolment equipment maintained	Spread of COVID-19	Operational disruptions caused by the outbreak of COVID-19 and the subsequent nationwide lockdown	Implement the COVID-19 Risk Management Strategy



transport

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Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN 2022/23

Outcome	Key Risk	Description	Risk Mitigation
Percentage of the external calls logged and resolved within a number of working days.	Poor performance of service providers	Poor performance of the service provider resulting in the entity not achieving its goals	SLA to be put in place to manage performance Quarterly performance reviews to be conducted
	Non -availability of replacements parts for the LCU's	The non-availability of the parts could cause delays in service delivery	Support and maintenance to be put in place.
	Delay in responding to the calls logged	All calls may not be addressed on time	Weekly monitoring and reporting



PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

8 PROGRAMME - ADMINISTRATION

Indicators Title	8.1 Percentage of vacant positions filled						
Short definition	Vacant posts filled (A post will be considered filled once a letter of appointment has been signed and accepted by the incumbent). A position is considered vacant if the position is not filled on a permanent basis or contract basis.						
Purpose/importance Source of data collection	To ensure all posts are filled to capacitate the entity to improve service delivery <ul style="list-style-type: none"> ▪ Exco minutes for vacant post approved for being filled; ▪ Job advertisements; ▪ Letter of appointment and letter of acceptance; and ▪ Information will be collected through formal submission as part of quarterly reporting process. 						
Method of calculation/Assessment	Numerator: Total number of vacant position filled						
Means of verification	Denominator: Total number of vacant position on the period under review.						
Calculation type	Filled vacancy						
Reporting cycle	None-Cumulative						
Desired performance	Quarterly						
Indicator responsibility	To ensure the vacancy rate is less than 10%						
2022/23 Annual targets	Senior Manager: Corporate Services and/or delegated authority						
Admissible evidence for the annual target	Fill 4% of vacant positions as per approved organisational structure						
Admissible evidence for quarterly targets	Copies of appointment letters signed by the DG or delegated authority and letter of acceptance signed by the incumbent						
Q1	<table border="1"> <thead> <tr> <th data-bbox="1160 1155 1265 1442">Quarterly targets</th> <th data-bbox="1160 91 1265 1155">Admissible evidence</th> </tr> </thead> <tbody> <tr> <td data-bbox="1160 1155 1265 1442">Advertise, shortlist and interview 4% of vacant positions</td> <td data-bbox="1160 91 1265 1155">Job advertisement, approval of short listing and overall interview score sheet</td> </tr> <tr> <td data-bbox="1160 1155 1265 1442">Appoint and fill all interviewed vacancies</td> <td data-bbox="1160 91 1265 1155">Signed appointment letters by the DG and signed letter of acceptance by incumbent</td> </tr> </tbody> </table>	Quarterly targets	Admissible evidence	Advertise, shortlist and interview 4% of vacant positions	Job advertisement, approval of short listing and overall interview score sheet	Appoint and fill all interviewed vacancies	Signed appointment letters by the DG and signed letter of acceptance by incumbent
Quarterly targets	Admissible evidence						
Advertise, shortlist and interview 4% of vacant positions	Job advertisement, approval of short listing and overall interview score sheet						
Appoint and fill all interviewed vacancies	Signed appointment letters by the DG and signed letter of acceptance by incumbent						
Q2							
Q3							
Q4							



Indicator Title	8.2 Percentage of the employees trained
Short definition	Training refers to all learning that will be formally organized such as workshop, seminar, awareness and programmes/courses. Trained refers to attendance.
Purpose/importance	To ensure that the Entity have staff that are more competent in order to perform their duty effectively
Source of data collection	Attendance registers or certificates
Method of calculation/ Assessment	Numerator: Total number of employees trained
Means of verification	Denominator: Total number of employees
Calculation type	Number of employees trained
Reporting cycle	Cumulative
Desired performance	Quarterly
Indicator responsibility	All employees trained
2022/23 Annual targets	Senior Manager: Corporate Services and/or delegated authority
Admissible evidence for the annual target	50% of employees trained
Admissible evidence for quarterly targets	Training attendance register or certificates
Q1	Quarterly targets
Q2	Admissible evidence
Q3	Training attendance register or certificates
Q4	Training attendance register or certificates



Indicator Title	8.3 Annual Performance Plan approved by Executive Authority	
Short definition	Annually review the Annual Performance Plan as prescribed by the relevant frameworks	
Purpose/importance	Ensure the objectives of the Entity are met and the Entity complies to the framework	
Source of data collection	Approved Annual Performance Plan	
Method of calculation/ Assessment	Approved Annual Performance Plan	
Means of verification	Annual Performance Plan approved by Executive Authority	
Calculation type	None	
Reporting cycle	Quarterly	
Desired performance	Review of Annual Performance Plan as prescribed by relevant frameworks	
Indicator responsibility	Senior Manager: Risk and Governance	
2022/23 Annual targets	Approved 2023/24 annual performance plan	
Admissible evidence for the annual target		Admissible evidence
Q1	-	
Q2	1 st draft of the 2023/24 Annual Performance Plan	Draft 2023/24 Annual Performance Plan
Q3	2 nd draft of the 2023/24 Annual Performance Plan	Draft 2023/24 Annual Performance Plan
Q4	Approved 2023/24 Annual Performance Plan	Final draft approved by the Executive Authority



Indicator Title	8.4 Annual surveillance audit conducted by SABS	
Short definition	An annual audit of ISO 9001 quality management system to be conducted	
Purpose/importance	Ensure the audits are conducted for the maintenance of the ISO 9001:2015 accreditation	
Source of data collection	Internal ISO audit reports	
Method of calculation/assessment	SABS report	
Means of verification	Annual surveillance audit conducted by SABS	
Calculation type	None	
Reporting cycle	Quarterly	
Desired performance	Compliance to ISO 9001:2015 standard	
Indicator responsibility	Senior Manager: Risk and Governance	
2022/23 Annual targets	Annual audit of the compliance to ISO 9001	
Admissible evidence for the annual target	SABS ISO audit report	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	Internal ISO audits conducted as per annual calendar	ISO audit reports
Q2	Internal ISO audits conducted as per annual calendar	ISO audit reports
Q3	Internal ISO audits conducted as per annual calendar	ISO audit reports
Q4	Annual accreditation of ISO 9001 compliance conducted by SABS	SABS ISO audit report



Indicator Title	8.5 Unqualified audit opinion	
Short definition	An audit opinion is deemed unqualified when the entity's performance and financials are fairly and appropriately presented without any identified exceptions and compliance with GRAP.	
Purpose/importance	To ensure the entity complies with best practices, cooperate governance and relevant prescripts	
Source of data collection	<ul style="list-style-type: none"> ▪ External and Internal Audit progress tracking report ▪ Audited Annual report 	
Method of calculation/ Assessment	Audit opinion report	
Means of verification	Unqualified audit opinion	
Calculation type	None-cumulative	
Reporting cycle	Quarterly	
Desired performance	Unqualified audit opinion with no findings	
Indicator responsibility	Senior Manager: Risk and Governance and CFO	
2022/23 Annual targets	Unqualified audit opinion with no material findings (clean audit)	
Admissible evidence for the annual target	Unqualified audit opinion	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	<ul style="list-style-type: none"> ▪ Monitor and evaluate implemented action plan ▪ Prepare and review accurate management accounts 	<ul style="list-style-type: none"> ▪ AGSA and IA progress tracking report table at AC ▪ Q4 Management accounts tabled at AC meeting
Q2	<ul style="list-style-type: none"> ▪ Monitor and evaluate implemented action plan ▪ Prepare and review accurate management accounts 	<ul style="list-style-type: none"> ▪ AGSA and IA progress tracking report table at AC ▪ Q1 Management accounts tabled at AC meeting
Q3	<ul style="list-style-type: none"> ▪ Monitor and evaluate implemented action plan ▪ Prepare and review accurate management accounts 	<ul style="list-style-type: none"> ▪ AGSA and IA progress tracking report table at AC ▪ Q2 Management accounts tabled at AC meeting
Q4	<ul style="list-style-type: none"> ▪ Monitor and evaluate implemented action plan ▪ Prepare and review accurate management accounts 	<ul style="list-style-type: none"> ▪ AGSA and IA progress tracking report table at AC ▪ Q3 Management accounts tabled at AC meeting



Indicator Title	8.6 Percentage reduction of fruitless and wasteful expenditure
Short definition	Section 1 of the Public Finance Management Act (PFMA) describe fruitless and wasteful expenditure as expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure can rise from a range of events, activities and actions from a simple oversight in performing an administrative task to an intentional transgression of relevant laws and regulations.
Purpose/importance	To ensure the entity complies with best practices, cooperate governance and relevant prescripts
Source of data collection	Status reports on actions taken to eliminate wasteful and fruitless expenditure
Method of calculation/ Assessment	Numerator – Reduced case or incidence Denominator – Total number of case or incidence
Means of verification	Total cases or incidence of fruitless and wasteful expenditure
Calculation type	None-cumulative
Reporting cycle	Bi-Annually
Desired performance	Elimination of fruitless and wasteful expenditure
Indicator responsibility	CFO or delegated official
2022/23 Annual targets	25% reduction of fruitless and wasteful expenditure
Admissible evidence for the annual target	Annual Report on steps taken to reduce wasteful and fruitless expenditure signed by Acting Head
Admissible evidence for quarterly targets	Quarterly targets Admissible evidence
Q1	
Q2	Bi-Annual Report on steps taken to reduce fruitless and wasteful expenditure Bi-Annual Report on steps taken to reduce wasteful and fruitless expenditure in the Department Acting Head
Q3	
Q4	Annual Report on steps taken to reduce fruitless and wasteful expenditure Annual Report on steps taken to reduce wasteful and fruitless expenditure signed by Acting Head



Indicator Title	8.7 Percentage reduction of cases of irregular expenditure
Short definition	Irregular expenditure is expenditure that was not incurred in the manner prescribed by legislation (e.g. Public Financial Management Act or the State Tender Board Act, 1968 or any regulations made in terms of applicable Act).
Purpose/importance	Reduction of irregular expenditure
Source of data collection	Status Reports on actions taken to reduce irregular expenditure
Method of calculation/ Assessment	Numerator – Reduced case or incidence of irregular expenditure Denominator – Total number of case or incidence of irregular expenditure
Means of verification	Total cases or incidence of irregular expenditure
Calculation type	None-cumulative
Reporting cycle	Bi-Annually
Desired performance	Reduction of irregular expenditure
Indicator responsibility	CFO or delegated official
2022/23 Annual targets	25% reduction of cases of irregular expenditure
Admissible evidence for the annual target	Annual Report on steps taken to reduce irregular expenditure signed by Acting Head
Admissible evidence for quarterly targets	Quarterly targets Admissible evidence
Q1	
Q2	Bi-Annual Report on steps taken to reduce irregular expenditure. Bi-Annual Report on steps taken to reduce irregular expenditure in the Department signed by Acting Head
Q3	
Q4	Annual Report on steps taken to reduce irregular expenditure. Annual Report on steps taken to reduce irregular expenditure in the Department signed by Acting Head



Indicator Title	8.8 Percentage compliance to 30-day payment requirement
Short definition	Accounting officers and accounting authorities of institutions falling under the scope of the PFMA must ensure that measures are in place to pay valid invoices and claims within 30 days as required by the National Treasury Regulation 8.2.3 or where applicable, within the period contractually agreed with suppliers. This includes strengthening internal controls and monitoring of implementation as well as reviewing and, where appropriate, updating system of delegation. to ensure payment of invoices are paid within 30 days
Purpose/importance	Status report on steps taken to ensure payment of invoices with 30 days
Source of data collection	Numerator – Total number of invoice paid within 30 days
Method of calculation/ Assessment	Denominator – Total number invoice that are due within 30 days
Means of verification	compliance with the 30-day payment requirement
Calculation type	None-cumulative
Reporting cycle	Bi-Annually
Desired performance	100% compliance with the 30-day payment requirement
Indicator responsibility	CFO or delegated official
2022/23 Annual targets	100% compliance to 30-day payment requirement
Admissible evidence for the annual target	Annual Report on steps taken to ensure compliance to the 30-day payment requirement signed by Acting Head
Admissible evidence for quarterly targets	Quarterly targets P Admissible evidence
Q1	
Q2	Bi-Annual Report on steps taken to ensure compliance to the 30-day payment requirement signed by Acting Head
Q3	
Q4	Annual Report on steps taken to ensure compliance to the 30-day payment requirement signed by Acting Head

9 PROGRAMME - PRODUCTION

Indicator Title	9.1 Number of driving licence cards produced
Short definition	This is the number of cards produced on an annual basis. A card is considered produced once it has been quality controlled
Purpose/importance	This performance indicator measures the number of cards produced within a particular period of time.
Source of data collection	Production systems
Method of calculation/ Assessment	Production system generated reports which count the number of cards manufactured, which have passed the visual assessment, quality control measures and have been packed
Means of verification	Production system report
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Card orders produced in line with the relevant standard.
Indicator responsibility	Senior manager: Production Manager
2022/23 Annual targets	2,000,000 cards produced annually
Admissible evidence for the annual target	Relevant report from production
	Quarterly targets
Q1	500 000 cards produced
Q2	550 000 cards produced
Q3	400 000 cards produced
Q4	550 000 cards produced
	Admissible evidence
	Relevant report from production
	Relevant report from production
	Relevant report from production
	Relevant report from production



Indicators Title	9.2 Number of average working days taken to produce driving licence cards
Short definition	This is the number of days taken to produce the cards. A card is considered produced once it has been quality controlled and is ready for dispatch. The card is deemed to be ordered once the image is received.
Purpose/importance	This performance indicator is used to measure the effectiveness and efficiency of the card production service.
Source of data collection	Production system
Method of calculation/ Assessment	Networkdays ² (Date order received; Date posted). Sum total number of days taken to produce driving licence cards in each month and divide by the total number of cards produced each month.
Means of verification	Average number of working days taken to produce driving licence cards in the quarter
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	All driving licences cards produced to be delivered within 7 working days
Indicator responsibilities	Senior Manager: Production
2022/23 Annual targets	Produce driving licence cards within an average of 14 working days
Admissible evidence for the annual target	Relevant production report
Admissible evidence for quarterly targets	Quarterly targets
Q1	Produce driving licence cards within an average of 14 working days
Q2	Produce driving licence cards within an average of 14 working days
Q3	Produce driving licence cards within an average of 14 working days
Q4	Produce driving licence cards within an average of 14 working days
	Admissible evidence
	Relevant system report
	Relevant system report
	Relevant system report
	Relevant system report

² Networkdays exclude weekend and national public holidays.



Indicators Title	9.3 Percentage of driving licence cards delivered within a number of working days
Short definition	This is a calculation of the percentage of cards delivered from the date the cards was dispatched from the DLCA to the date that DLTC receive the cards. Card consider delivered when we receive the proof of delivery (POD)
Purpose/importance	This performance indicator is used to measure the effectiveness and efficiency of the card delivery service.
Source of data collection	<ul style="list-style-type: none"> ▪ Proof of delivery from courier company ▪ Production report as generated by the production system.
Method of calculation/ Assessment	Numerator: Cards delivered within 7 working days (Date delivered subtract date posted) Denominator: Number of cards delivered. Sum the average number of working days taken to deliver driving licence cards in each month and divide by period under review
Means of verification	Average number of working days taken to deliver driving licence cards in the quarter
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	All driving licences cards produced to be delivered within an average of 7 working days
Indicator responsibilities	Senior Manager: Production
2022/23 Annual targets	95% of cards delivered within an average of 7 working days
Admissible evidence for the annual target	Relevant production report and Proof of delivery from courier company
Admissible evidence for quarterly targets	Quarterly targets Admissible evidence
Q1	95% of cards delivered within an average of 7 working days Relevant system report
Q2	95% of cards delivered within an average of 7 working days Relevant system report
Q3	95% of cards delivered within an average of 7 working days Relevant system report
Q4	95% of cards delivered within an average of 7 working days Relevant system report



10 PROGRAMME – INFORMATION TECHNOLOGY

Indicator Title	10.1 Percentage of enrolment servers uptime
Short definition	A server is a computer or system that provides resources, data, services, or programs to other computers, known as clients, over a network. Enrolment servers refer to the backend systems servers responsible for data collection of driving licence.
Purpose/importance	The purpose is to monitor the enrolment servers
Source of data collection	Security monitoring system
Method of calculation/ Assessment	Numerator – System uptime Denominator – System downtime
Means of verification	System report
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% enrolment servers uptime
Indicator responsibility	Manager: IT
2022/23 Annual targets	95% of enrolment servers uptime
Admissible evidence for the annual target	System report
Admissible evidence for quarterly targets	Quarterly targets
Q1	95% of enrolment servers uptime
Q2	95% of enrolment servers uptime
Q3	95% of enrolment servers uptime
Q4	95% of enrolment servers uptime
	Admissible evidence
	System report
	System report
	System report
	System report



Indicator Title	10.2 Percentage of disaster recovery project milestones implemented
Short definition	Disaster recovery allows for the recovery or continuation of vital technology infrastructure and systems following a natural or human-induced disaster.
Purpose/importance	To ensure the recovery of data and related system in case of a disaster
Source of data collection	Project documentation
Method of calculation/ Assessment	Numerator – number of milestones achieved Denominator – total number of project milestones
Means of verification	Implemented disaster recovery project
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% of project milestones completed
Indicator responsibility	Manager: IT
2022/23 Annual targets	100% implementation of disaster recovery plan
Admissible evidence for the annual target	Project acceptance sign-off document
Admissible evidence for quarterly targets	Quarterly targets
Q1	25% of project milestones completed Admissible evidence Project documentation
Q2	50% of project milestones completed Project documentation
Q3	75% of project milestones completed Project documentation
Q4	100% of project milestones completed Project documentation



Indicator Title	10.3 Percentage of electronic signatures project milestones implemented
Short definition	Public key infrastructure governs the issuance of digital certificates to protect sensitive data, provide unique digital identities for users and devices
Purpose/importance	Is to provide a unique digital identities for users , devices and application and secure end-to-end communication
Source of data collection	Project documentation
Method of calculation/ Assessment	Numerator – number of milestones achieved Denominator – total number of project milestones
Means of verification	Implemented electronic signatures
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% of project milestones completed
Indicator responsibility	Manager: IT
2022/23 Annual targets	100% implementation of electronic signatures
Admissible evidence for the annual target	Project acceptance sign-off document
Admissible evidence for quarterly targets	Quarterly targets Admissible evidence
Q1	25% implementation of electronic signatures Project documentation
Q2	50% implementation of electronic signatures Project documentation
Q3	75% implementation of electronic signatures Project documentation
Q4	100% implementation of electronic signatures Project documentation



Indicator Title	10.4 Administration environment migrated to cloud environment
Short definition	.The migration of the administration environment from the on premises infrastructure to a cloud environment. Administration environment is made up of Microsoft Active Directory which is responsible for administration of user accounts and Microsoft Exchange which is used to manage emails.
Purpose/importance	To migrate all admin information system from physical environment to cloud environment
Source of data collection	Project documentation
Method of calculation/ Assessment	Simple count
Means of verification	Approved cloud strategy and plan
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To conduct assessment and feasibility successfully
Indicator responsibility	Manager: IT
2022/23 Annual targets	Implementation of one milestone of cloud migration plan
Admissible evidence for the annual target	Project acceptance sign-off document
Admissible evidence for quarterly targets	Quarterly targets Admissible evidence
Q1	Conduct feasibility study Feasibility study report
Q2	Develop business case Business case approved by Head of Entity
Q3	Develop cloud strategy and plan Cloud strategy and plan approved by Head of Entity
Q4	Implement one milestone of the strategy plan Project sign off documents



11 PROGRAMME – SERVICE DELIVERY

Indicator Title	11.1 Percentage of DLTC incidents attended to within a number of working days	
Short definition	Incidents refers to card related service request from DLTC. An incident is considered attended to when the solution has been identified and provided to the DLTC. Incidents are received via email and phone calls.	
Purpose/importance	95% of customer incidents are attended to within 5 working days	
Source of data collection	Customer Service Request Register	
Method of calculation/ Assessment	Numerator: Number of incidents attended to within 5 working days	
Means of verification	Denominator: Number of service request registered	
Calculation type	Call log incident register	
Reporting cycle	Non-cumulative	
New indicator	Quarterly	
Desired performance	No	
Indicator responsibility	95% of DLTC incidents attended to within 5 working days.	
2022/23 Annual targets	Senior Manager: Service Delivery or delegated official	
Admissible evidence for the annual target	95% of DLTC incidents attended to within an average of 5 working days	
Admissible evidence for quarterly targets	Customer service request register	
Q1	Quarterly targets	Admissible evidence
Q2	95% of DLTC incidents attended to within an average of 5 working days.	Call log incident register/report
Q3	95% of DLTC incidents attended to within an average of 5 working days.	Call log incident register/report
Q4	95% of DLTC incidents attended to within an average of 5 working days.	Call log incident register/report



Indicator Title	11.2 Percentage of the external calls logged and resolved within a number of working days	
Short definition	External calls refer to a call logged for enrolment equipment. Calls refer to calls relating to installation, hardware and software. Networking and maintenance calls are to be excluded. The date of the logging is the date captured on the System and the date resolved is the date of the sign off by the DLTC on the Work Order.	
Purpose/importance	To ensure that calls are monitored; resolved in line with the Service Line Agreements and service delivery standards	
Source of data collection	Report from the enrolment equipment help desk system	
Method of calculation/ Assessment	Numerator: Calls resolved within 7 working days	
Means of verification	Denominator: Number of calls logged	
Calculation type	Data from the IT Service Management system	
Reporting cycle	None	
New indicator	Quarterly	
Desired performance	No	
Indicator responsibility	All calls logged resolved within 7 working days	
2022/23 Annual targets	Senior Manager: Service Delivery or delegated official	
Admissible evidence for the annual target	95% of all calls logged resolved within an average of 7 working days	
Admissible evidence for quarterly targets	Report with Signed work order by technician	
Q1	Quarterly targets	Admissible evidence
	95% of all calls logged resolved within an average of 7 working days	Report on call logged.
Q2	95% of all calls logged resolved within an average of 7 working days	Report on call logged.
Q3	95% of all calls logged resolved within an average of 7 working days	Report on call logged.
Q4	95% of all calls logged resolved within an average of 7 working days	Report on call logged.



Indicator Title	11.3 Percentage of enrolment equipment maintained
Short definition	The indicator measures the number of enrolment equipment maintained. Maintenance can only be conducted for those enrolment equipment that are due for maintenance as per maintenance schedule. Maintenance must be performed annually in the month that is due.
Purpose/importance	The purpose of this indicator is to ensure that enrolment equipment is operating optimally to ensure that enrolment information is captured in order for cards to be produced.
Source of data collection	Maintenance schedule
Method of calculation/ Assessment	Numerator: Number of enrolment equipment maintained Denominator: Total number of enrolment equipment due for maintenance as per maintenance schedule
Means of verification	Percentage of enrolment equipment maintained
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All enrolment equipment maintained
Indicator responsibility	Senior Manager: Service Delivery or delegated official
2022/23 Annual targets	95% of enrolment equipment maintained
Admissible evidence for the annual target	Maintenance schedule and preventative maintenance check list
Admissible evidence for quarterly targets	Quarterly targets Admissible evidence
Q1	95% of enrolment equipment maintained Maintenance schedule and signed preventative maintenance check list
Q2	95% of enrolment equipment maintained Maintenance schedule and signed preventative maintenance check list
Q3	95% of enrolment equipment maintained Maintenance schedule and signed preventative maintenance check list
Q4	95% of enrolment equipment maintained Maintenance schedule and signed preventative maintenance check list



Indicator Title	11.4 Stakeholder Framework implemented	
Short definition	This is establishment of a framework to define a way in which stakeholders are engaged at DLCA	
Purpose/importance	The indicator is important as it addresses the Batho Pele principles and will present a uniform and accountable way in which stakeholders are engaged.	
Source of data collection	Minutes of meeting, attendance register, relevant emails	
Method of calculation/Assessment	Stakeholder engagement sessions	
Means of verification	Approved stakeholder framework activities	
Calculation type	None	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Buy in from the stakeholder	
Indicator responsibility	Senior Manager: Service Delivery or delegated official	
2022/23 Annual targets	Monitor and evaluate the stakeholder framework	
Admissible evidence for the annual target	Minutes of the engagement sessions, completed customer satisfaction survey and signed SLA with provinces.	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	Attend quarterly stakeholder engagement sessions Conduct customer satisfaction survey Review SLA with provinces	Attendance Register Completed customer satisfaction survey Reviewed SLA
Q2	Attend quarterly stakeholder engagement sessions Conduct customer satisfaction survey Review and sign SLA with 1 province	Attendance Register Completed customer satisfaction survey Signed SLA with provinces
Q3	Attend quarterly stakeholder engagement sessions Conduct customer satisfaction survey Review and sign SLA with 1 province	Attendance Register Completed customer satisfaction survey Signed SLA with provinces
Q4	Attend quarterly stakeholder engagement sessions Conduct customer satisfaction survey Review and sign SLA with 1 province	Attendance Register Completed customer satisfaction survey Signed SLA with provinces



ANNEXURE A – AMENDMENTS TO THE STRATEGIC PLAN

Detail of amendments	Amendments	Reason for amendments	Year of amendments
Unqualified audit opinion with no findings (Clean audit outcome)	Unqualified audit opinion	Comply with SMART principles	2022/23
Vacancy rate not more than 10% of the approved organisational structure	Fill 4% of vacant positions as per approved organisational structure	Comply with SMART principles	2022/23
Percentage of employees training plans implemented	Percentage of employees trained	Comply with SMART principles	2022/23
New production machine procured and operation	-	It is anticipated that by the end of 2021/22 financial year the target will be achieved	2022/23
Roll out ISO 18013 compliant driving licence card	-	It is anticipated that by the end of 2021/22 financial year the target will be achieved	2022/23
Improve turnaround time for production and distribution of driving licence cards	Produce driving licence cards within an average of 14 working days	It was anticipated that the new machine by the end of first year of the strategic plan would be operational which did not happen.	2021/22
	95% of cards delivered within an average of 7 working days		



ANNEXURE B – GLOSSARY OF TERMS

Glossary of DLCA's frequently used acronyms

A

AARTO	Administrative Adjudication of Road Traffic Offences Act
AO	Accounting Officer

C

CEOs	Chief Executive Officers
CFO	Chief Financial Officer

D

DG	Director-General
DHA	Department of Home Affairs
DLCA	Driving Licence Card Account
DLCPF	Driving Licence Card Production Facility
DLTC	Driving Licence Testing Centre
DoT	Department of Transport

E

EXCO	Executive Committee
EDL	Electronic Driving Licence

I

IPTNs	Integrated Public Transport Networks
IRPTNs	Integrated Rapid Public Transport Networks

L

LCU	Live Capture Units
LEU	Live Enrolment Units

M

MoU	Memorandum of Understanding
MP	Member of Parliament



MTSF	Medium Term Strategic Framework
MTEF	Medium Term Expenditure Framework
N	
NDP	National Development Plan
NGP	New Growth Path Framework
R	
RTMC	Road Traffic Management Corporation
S	
SLA	Services Level Agreement
SDIP	Services Delivery Improvement Plan
T	
TIDs	Technical Indicator Descriptions