Driving License Card Account

Department:
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN 2021/22

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

Driving Licence Card Account Trading Entity
Annual Performance Plan 2021/22

The 2021/22 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.

For more information, please contact;
Driving Licence Card Account
P.O. Box 25223
Monument Park
Pretoria
0105
Tel: +27 12 347 2522

Driving Licence Card Account
Department
Transport
REPUBLIC OF SOUTH AFRICA

DISCLAIMER

Users may apply or process this data, provided the Driving Licence Card Account (DLCA) is acknowledged as the original source of the data, that it is specified that the application and/or analysis is the results of the user's independent processing of the data and that neither the basic data nor any reprocessed version or application thereof may be sold or ordered for sale in any form whatsoever without prior permission from the Driving Licence Card Account.

Driving Licence Card Account
Department
Transport
REPUBLIC OF SOUTH AFRICA

Executive Authority Statement

It is that time again where I communicate the plans of the Driving Licence Card Account (DLCA) to the citizens of the Republic of South Africa, the DLCA is a trading entity of the National Department of Transport that is responsible for the production and delivering of driving licence cards in the country. The Annual Performance Plan outlines the plans and commitment that the entity will embark on during the 2021/22 financial year.
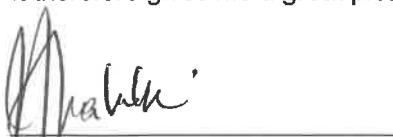
The devastating outbreak of the Covid-19 pandemic had a significant impact on the entity's performance during the 2020/21 financial year, however, the entity has developed the Risk Strategy and put measures in place to curb the spread of this deadly virus and protect its valuable and dedicated officials.

The DLCA is still committed in working towards fighting corruption, promoting integrity and ethical behaviour to maintain the unqualified audit opinion the entity received in the last financial year.

The DLCA is in the final phase of designing the new driving licence card design that is expected to be introduced in mid-2021/22 financial year. The entity also plans to reduce the turnaround time of the production of the driving licence card through atomizing its production processes.

The DLCA is still committed to serve the South African driving population with high level of professionalism and contribute to the aims and priorities of the National Developmental Plan (NDP) priorities.

It therefore gives me a great pleasure to present the DLCA 2021/22 Annual Performance Plan.

Mr Fikile Mbalula, MP
Minister of Transport
Date: 12. 03. 2021

Driving Licence Card Account
Department
Transport
REPUBLIC OF SOUTH AFRICA

Accounting Officer Statement

The DLCA is inspired by the words of Peter F. Drucker who said *"unless commitment is made, there are only promises and hopes; but no plans"* It is therefore an honour to present the Driving Licence Card Account (DLCA) 2021/22 annual performance plan that outlines the plans and commitments of the entity.

The DLCA's 2021/22 Annual Performance Plan therefore comes under a very crucial time, a time needed for effective and intentional planning with clear deliverables on what we should do as the entity to be efficient and effective in providing service to the citizens of the Republic of South Africa.

In ensuring that it carries out its function effectively, the DLCA has developed stakeholder framework to monitor and evaluate the stakeholder engagement during 2021/22 financial year. Narendra Modi once said, *"While transparency reduces corruption, good governance goes beyond transparency in achieving openness. Openness means involving the stakeholders in decision-making process. Transparency is the right to information while openness is the right to participation"* DLCA value its stakeholders and prioritise their appeals, concerns and inputs.

The DLCA has plans to enhance stakeholder engagements to ensure seamless and coordinated service delivery though integrating stakeholder's inputs into its plans and process.

Mr Alec Moemi
Director-General
Date: 10/03/2021

Driving Licence Card Account
Department
Transport
REPUBLIC OF SOUTH AFRICA

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 2021/22 fiscal year.
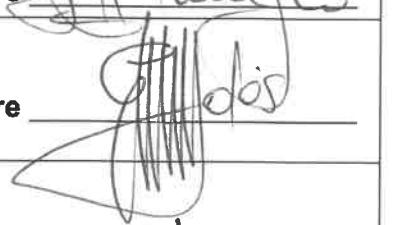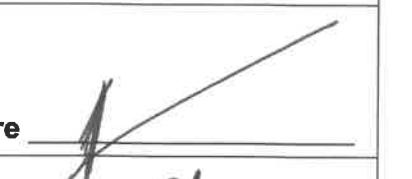
Mr Lufuno Lifhiga **Senior Manager: Risk and Governance**	**Signature**
Mr Lehasa Moloi **Acting Chief Financial Officer**	**Signature**
Ms Mpolokeng Mokone **Senior Manager: Production and** **Service Delivery**	**Signature**
Dr Nkosinathi Sishi **Acting Head of Entity**	**Signature**
Mr Alec Moemi **Director-General** **Department of Transport**	**Signature**
Approved by: **Mr Fikile Mbalula, MP** **Minister of Transport**	**Signature**

TABLE OF CONTENTS

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

PART A: OUR MANDATE

1. Updates to the relevant legislative and policy mandates

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	30 May 2017
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	30 November 2017
Anti-fraud and corruption policy	30 November 2017

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

DLCA policies	Date Approved
DLCA compliance policy	30 November 2017
An integrated Bursary and Scholarship Policy	30 November 2017
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.   Updated Situational Analysis

4.1. External Environment Analysis

Strength	Weaknesses
• 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.	• 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**
• 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 emergence of alternative transport initiatives such as on-demand ride service may impact on the demand of the driving licence cards. • The government strategy of rationalisation may result in merging of DLCA with other related transport Entities. • Threat of disruption to production due to internal forces • Loss of critical staff members due to the Covid-19 pandemic

Driving Licence Card Account
Department
Transport
REPUBLIC OF SOUTH AFRICA

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.

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 which will form the platform for an integration transport system as indicated below.

Department of Transport

The impact of COVID-19 has led to the significant loss of revenue and ultimate closure of organisations across multiple industries.

In the roads sector, the recent closure of Greyhound Bus service is just an example. JP Morgan – the famous banker once said: "*The first step towards getting somewhere, is to decide that you are not going to stay where you are*"

The DLCA has not only decided, but it is resolutely committed to its transformation, as a matter of survival.

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;

Driving Licence Card Account
Department
Transport
REPUBLIC OF SOUTH AFRICA

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.
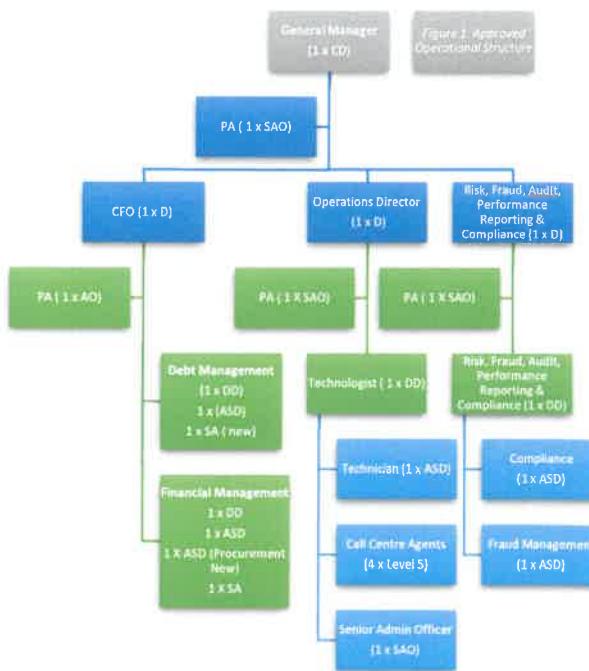
Figure 1: Approved Operational Structure

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 surveillance audit annually which are conducted by the SABS

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2020/21

5. Expenditure Analysis

Description	2017/18		2018/19		2019/20		2020/21		Medium-term estimate R'000		
	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	2021/22	2022/23	2023/24
Revenue											
Administrative fees	-	42	-	48	-	34	-	53	55	58	61
Sales of cards	181 729	202 302	189 696	211 211	222 456	200 828	233 801	178 152	245 436	257 217	268 792
Interest received	24 566	26 741	33 426	26 006	32 385	26 919	34 036	24 036	10 238	10 750	11 234
Transfers received	-	7	-	-	-	-	-	-	-	-	-
Total revenue	**206 327**	**229 780**	**223 133**	**237 265**	**254 841**	**227 781**	**267 837**	**202 241**	**255 729**	**268 025**	**280 086**
Expenses											
Compensation of employees	34 845	12 668	37 798	18 973	20 130	19 663	38 783	24 042	31 633	33 221	34 833
Goods and services	127 341	107 936	144 855	112 253	187 572	105 643	141 485	127 393	133 577	140 243	144 255
Depreciation	44 141	17 315	40 480	32 593	37 339	34 444	49 906	49 906	52 132	52 132	45 366
Total expenses	**206 327**	**137 919**	**223 133**	**163 819**	**245 041**	**159 750**	**230 174**	**201 341**	**217 342**	**225 596**	**224 454**
Surplus/(Deficit)	-	91 861	-	73 446	9 800	68 031	37 663	900	38 387	42 429	55 632

DRIVING LICENCE CARD ACCOUNT

Driving Licence Card Account
Department Transport
REPUBLIC OF SOUTH AFRICA

Part C: Measuring Our Performance

6. Driving Licence Card Account Programme Performance Information

6.1.1 Programme: Administration

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

Sub-Programme: 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

6.1.1.1 Outcomes, Outputs, Performance Indicator and Targets

Performance Outcome	Output	Output Indicator	Audited / Actual Performance			Annual Targets			
						Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Skills Development									
Improved sector skills and capacity	Reviewed organisational structure	Organisational structure approved	-	-	The structure has been updated and is awaiting approval by the DG of Human resource	Updated organisational structure Approved	Updated organisational structure Approved	-	Reviewed organisational structure
	Filling of vacant positions	Percentage of vacant positions			25% vacancy rate	Vacancy rate not more than	Vacancy rate not more	Vacancy rate not more	Vacancy rate not more

Department Transport
REPUBLIC OF SOUTH AFRICA

Driving Licence Card Account

Performance Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	MTEF Period		
			Annual Targets						
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
		positions filled	the Department of Transport	manager, Chief financial officer and Machine technician post where advertised		10% of the approved organisational structure	than 10% of the approved organisation al structure	than 10% of the approved organisation al structure	than 7% of the approved organisation al structure
	Implementation of the Transport Skills Programme	Percentage of training plans implemented	-	-	8% of the training plan implemented	50% of the training plan implemented	100% of the training plan implemented	100% of the training plan implemented	100% of the training plan implemented

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

6.1.1.2 Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Skills Development					
Organisational structure approved	Updated organisational structure Approved	Review and update organisational structure and submit to the Director General	Organisational structure approved	-	-
Percentage of vacant positions filled	Vacancy rate not more than 10% of the approved organisational structure	Advertise, shortlist and interview 90% of the vacant positions	Appoint and fill all advertised vacancies	-	-
Percentage of training plans implemented	100% of the training plan implemented	25% of the training plan implemented	25% of the training plan implemented	25% of the training plan implemented	25% of the training plan implemented

6.1.2 Programme: Administration

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

Sub-Programme: Risk and Governance

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

6.1.2.1 Outcomes, Outputs, Performance indicator and Targets

Performance Outcome	Output	Output Indicator	Audited / Actual Performance			Annual Targets Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
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	-	-	-	Unqualified audit opinion (Previous Financial Year)	Unqualified audit opinion (Previous Financial Year)	Unqualified audit opinion (Previous Financial Year)	Unqualified audit opinion (Previous Financial Year)
	DLCA strategic plan 2020 – 2025	Strategic plan approved by executive authority	-	-	Approved strategic plan (2020–2025)	-	-	Approved revised strategic plan (2020 – 2025)	Approved revised strategic plan (2020 – 2025)

Driving Licence Card Account
Department
Transport
REPUBLIC OF SOUTH AFRICA

Performance Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	DLCA performance plan 2020/21	Annual performance plan approved by executive authority	The strategic plans and the annual performance plan were reviewed	Annual performance plan where reviewed	Approved 2020/21 annual performance plan	Approved 2021/22 annual performance plan	Approved 2022/23 annual performance plan	Approved 2023/24 annual performance plan	Approved 2024/25 annual performance plan
	Maintenance of ISO 9001 accreditation conducted	Surveillance audit conducted by SABS	Annual assessment of the compliance to ISO 9001 standards certification was 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	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 Targets

Driving Licence Card Account
Department Transport
REPUBLIC OF SOUTH AFRICA

6.1.2.2 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 (Previous Financial Year)	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
Compliance to Legislation					
Annual performance plan approved by executive authority	Approved 2022/23 annual performance plan	-	1st draft of the 2022/23 APP	2nd draft of the 2022/23 APP	Approved 2022/23 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 the compliance certificate

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

6.1.3   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 accredited organisation and has the responsibility to maintain and uphold its accreditation, the quarterly and annual ISO audits ensure that the DLCA is ISO complaint.

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

6.1.4. 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 (%)
	2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
Administration	21 682	27 671	33 245	63 124	42.8%	21.2%	56 016	58 755	61 372	-0.9%	27.6%

Funding trends

- Funding will decrease over the period 2020/2021 to 2023/2024 by an average of -0.9% per year, taking 2020/2021 as the baseline.
- Funding increased over the period 2017/2018 to 2020/2021 by an average of 21.2% per year, taking 2017/2018 as the baseline.
- The level of funding in 2017/2018 is R 21 682 000.
- The level of funding in 2020/2021 will be R 63 124 000.
- The increase over the seven-year period is therefore 42.8% per year.

Expenditure trends
The programme for 2021/22 is R 56 016 000.

Driving Licence Card Account

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

6.1.5. Updated Key Risks

Outcome	Key Risk	Description	Risk Mitigation
Organisational Structure approved	Spread of Covid19	Operational disruptions caused by the Spread of Covid19 and the subsequent nationwide lockdown	▪ Implement Covid19 risk Management strategy
Percentage of vacant positions filled	Inadequate human resource capacity	Lack of skills, knowledge and capabilities to deliver on the strategic out comes of the entity, implement and support infrastructure.	▪ Approve updated organizational structure ▪ Capacitate the entity in line with the updated organizational structure
Percentage of training plans implemented.	Non-availability of suitable and accredited services providers		▪ Develop and approve retention strategy ▪ Ensure that employees attend the relevant training
Unqualified audit opinion	Non-compliance with applicable legislation	▪ Compliance to Financial management prescripts. ▪ Compliance to HR prescripts ▪ Compliance to IT framework ▪ Compliance to Occupational Health security ▪ Compliance to Risk and Governance Framework	▪ 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	Non-compliance to ISO 9001 standards	Non-compliance with applicable quality standards	Conduct internal audits to ensure compliance to ISO standards.

Department
Transport
REPUBLIC OF SOUTH AFRICA

Driving Licence Card Account

6.2   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

6.2.1   Outcomes, Outputs, Performance indicator and Targets

Performance Outcome	Output	Output Indicator	Audited / Actual Performance			Annual Targets		MTEF Period		
			2017/18	2018/19	2019/20	Estimated Performance 2020/21	2021/22	2022/23	2023/24	
Safer Transport Systems										
Improved transport safety and security	Procurement of a new production machine	New production machine procured	-	-	-	New card machine procured	New card machine procured	-	-	
	New ISO 18013-compliant driving licence card	New ISO 18013-compliant driving licence card rolled out	-	-	-	Approved card design	Approved card design	-	-	

Driving Licence Card Account
Department Transport
REPUBLIC OF SOUTH AFRICA

Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	Produce driving licence cards	Number of days taken to produce driving licence cards	-	-	-	-	14 working days	7 working days	3 working days
	Produce Driving Licence cards	Number of cards produced annually	2,551,316	2,543,938	2,534,701	1,200,000 cards [1]produced annually	1,200,000 cards produced annually	2,000,000 cards produced annually	2,500,000 cards produced annually
Innovation									
Improved competitiveness through adoption of new technology	Automation of selected manual operations	Selected manual operations automated	-	-	-	-	-	Online application of driving licence	-
	Electronic driving licence (EDL)	Electronic driving licence rolled out	-	-	-	-	-	Introduction of EDL	-

[1] Driving licence may include a physical card and/or a electronic driving licence.

Driving Licence Card Account

Performance Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	Annual Targets	MTEF Period	
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
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 a number of working days	91% of driving licence cards delivered within 7 working days	62% of driving licence cards delivered within 7 working days	98% of driving licence cards delivered within 7 working days	-	95% of cards delivered within 7 working days	95% of cards delivered within 7 working days	95% of cards delivered within 7 working days

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

6.2.2 Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Safer Transport Systems					
New production machine procured	New card machine procured	Development of tender specification and publication of bid	Evaluation and award of tender	Manufacturing, commissioning and installation of equipment	Piloting of solution
New ISO 18013-compliant driving licence card rolled out	Approved card design	Obtain certificate of compliance to ISO 18013 (SABS)	Approval by Executive Authority	-	-
Number of days taken to produce cards annually	14 working days working days	14 working days working days	14 working days working days	14 working days working days	14 working days working days
Number of cards produced annually	1,200,000 cards produced annually	300 000	300 000	300 000	300 000
Innovation					
Percentage of driving licence cards delivered within a number of working days	95% of cards delivered within 7 working days	95% of cards delivered within 7 working days	95% of cards delivered within 7 working days	95% of cards delivered within 7 working days	95% of cards delivered within 7 working days

Driving Licence Card Account

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

6.2.3   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 Parliament. 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 a physical card and an e-DL. According to the ICASA[2] 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.

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

6.2.4. 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 rete (%)	Expenditure/total: Average (%)
	2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
Production	96 030	78 273	69 291	66 563	-11.5%	48.5%	87 110	91 127	88 157	9.8%	38.2%

Funding trends

- Funding will increase over the period 2020/2021 to 2023/2024 by an average of 9.8% per year, taking 2020/2021 as the baseline.
- Funding increased over the period 2017/2018 to 2020/2021 by an average of 48.5% per year, taking 2017/2018 as the baseline.
- The level of funding in 2017/2018 is R 96 030 000.
- The level of funding in 2020/2021 will be R 66 563 000.
- The decrease over the seven-year period is therefore -11.5% per year.

Expenditure trends
The programme for 2021/22 is R 87 110 000.

DRIVING LICENCE CARD ACCOUNT

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

6.2.5. Updated Key Risks

Outcome	Key Risk	Description	Risk Mitigation
Number of cards produced annually.	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
	Obsolete stock		Daily monitoring of stock
	Lack of technical skills	The Entity may not have material to produce the driving licence cards	
	Possible breakdown in production machine	Lack of skills to maintain the current infrastructure	A capacity programme is to be put in place to ensure that relevant staff is trained
Number of days taken to produce and distribute driving licence cards	Delivery to the incorrect address or loss of cards	Cards may be delivered to the wrong address	DLCA has access to the proof of delivery
		Cards may not be delivered at all.	
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.

DRIVING LICENCE CARD ACCOUNT

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

6.3 Programme: Infrastructure Management

Purpose: To provide effective and efficient ICT infrastructure

NDP Priority 2: Economic Transformation and Job Creation

6.3.1 Outcomes, Outputs, Performance indicator and Targets

Performance Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Effectiveness and efficiency of the ICT infrastructure									
Improved competitiveness through adoption of new technology	All external calls logged and resolved	Percentage of the external calls logged and resolved within a number of working days	95% of all calls logged resolved within 7 days	93% of all calls logged resolved within 7 days	95% of all calls logged resolved within 7 working days	95% of all calls logged resolved within 7 working days	95% of all calls logged resolved within 7 working days	95% of all calls logged resolved within 5 working days	95% of all calls logged resolved within 5 working days
	Enrolment equipment maintained	Percentage of enrolment equipment maintained	74% of both LEU and LCU maintained	95% of enrolment equipment maintained	100% of enrolment equipment maintained	90% of enrolment equipment maintained	95% of enrolment equipment maintained	95% of smart enrolment equipment maintained	95% of smart enrolment equipment maintained

DRIVING LICENCE CARD ACCOUNT

Performance Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	ICT servers uptime availability maintained	Percentage servers uptime availability for ICT systems	-	-	-	-	95% of ICT servers uptime availability [measuring uptime of the server hosting business systems]	95% of ICT servers uptime availability [measuring uptime of the server hosting business systems]	95% of ICT servers uptime availability [measuring uptime of the server hosting business systems]
Innovation									
Improved competitiveness through adoption of new technology.	Full implementation of collaboration tool project	Percentage of project milestones implemented	-	-	-	-	100% implementation of collaboration tool project	Maintenance of collaborative tool	Maintenance Collaborative tool-

Driving Licence Card Account
Department
Transport
REPUBLIC OF SOUTH AFRICA

6.3.2 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Effectiveness and efficiency of the ICT					
Percentage of the external calls logged and resolved within a number of working days	95% of all calls logged resolved within 7 working days	95% of all calls logged resolved within 7 working days	95% of all calls logged resolved within 7 working days	95% of all calls logged resolved within 7 working days	95% of all calls logged resolved within 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
Percentage servers uptime availability of ICT systems	95% of servers uptime availability [measuring uptime of the server hosting business systems]	95% of servers uptime availability [measuring uptime of the server hosting business systems]	95% of servers uptime availability [measuring uptime of the server hosting business systems]	95% of servers uptime availability [measuring uptime of the server hosting business systems]	95% of servers uptime availability [measuring uptime of the server hosting business systems]
Innovation					
Percentage of project milestones implemented	100% implementation of collaboration tool project	25% of project milestone implemented	50% of project milestone implemented	75% of project milestone implemented	100% of project milestone implemented

DRIVING LICENCE CARD ACCOUNT

Driving Licence Card Account

Department:
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

6.3.3 Explanation of planned performance over the medium term period

Improved support and maintenance of enrolment units

The response time of the resolution of calls related to the enrolment units. The enrolment units are the first point of contact and is responsible for the collection of data. The equipment needs to be always available as this will affect the number of DLs to be produced. Calls logged for support and maintenance must be expeditiously attended to in line with SLA to ensure effective uptime.

Driving Licence Card Account

Department:
Transport
REPUBLIC OF SOUTH AFRICA

6.3.4 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 rete (%)	Expenditure/total: Average (%)
	2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
Infrastructure	18 335	55 114	55 778	70 073	56.3%	29.2%	72 556	73 971	73 105	1.4%	33.4%

Funding trends

- Funding will increase over the period 2020/2021 to 2023/2024 by an average of 1.4% per year, taking 2020/2021 as the baseline.
- Funding increased over the period 2017/2018 to 2020/2021 by an average of 29.2% per year, taking 2017/2018 as the baseline.
- The level of funding in 2017/2018 is R 18 335 000.
- The level of funding in 2020/2021 will be R 70 073 000.
- The increase over the seven-year period is therefore 56.3% per year.

Expenditure trends
The programme for 2021/22 is R 72 556 000.

DRIVING LICENCE CARD ACCOUNT

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

6.3.5 Updated Key Risks

Outcome	Key Risk	Description	Risk Mitigation
Percentage of enrolment equipment maintained	Spread of Covid1-9	Operational disruptions caused by the outbreak of Covid-19 and the subsequent nationwide lockdown	Implement the Covid-19 Risk Management Strategy
	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 LCUs	The non-availability of the parts could cause delays in service delivery	Support and maintenance to be put in place. LCU to be replace by LEU
Percentage of the external calls logged and resolved within a number of working days.	Delay in responding to the calls logged	All calls may not be addressed on time	Weekly monitoring and reporting

Driving Licence Card Account
Department Transport
REPUBLIC OF SOUTH AFRICA

6.4 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

6.4.1 Outcomes, Outputs, Performance Indicator and Targets

Performance Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Customer services									
Improved governance and strengthened control environment	All DLTC incidents attended	Percentage of DLTC incidents attended to within a number of working days	95% of DLTC service requests are resolved within 7 working days.	100% of DLTC service requests are resolved within 7 working days	100% of DLTC incidents attended to within 7 working days.	95% of DLTC incidents attended to within 7 working days.	95% of DLTC incidents attended to within 7 working days.	95% of DLTC incidents attended to within 7 working days.	95% of DLTC incidents attended to within 7 working days.
	SDIP initiatives implemented	Full implementation of the initiatives identified in the SDIP	SMS reminder to renew licences is implemented and Implementation of mobile truck service for the renewal of	Online service: SMS USSD for Driving Licence cards status enquiry implemented. Piloting Mobile Trucks: Mobile truck service for the renewal of	Self- service Channels: The initiative was piloted in the Western Cape and Gauteng.	Implement 2 SDIP initiatives, namely: 1. Services desk management 2. Mobile bus pilot	Implement 2 service delivery initiatives, namely prior: 1. Online smart enrolment solution 2. Adoption of ISO	Implement 2 service delivery initiative as approved by Exco	Implement service delivery initiative as approved by Exco

DRIVING LICENCE CARD ACCOUNT

Performance Outcome	Output	Output Indicator	Audited / Actual Performance			Estimated Performance	MTEF Period		
			2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
			driving licences.	driving licence piloted			10011 standards		
Batho-Pele Principles									
Improved governance and strengthened control environment	Stakeholder Framework	Stakeholder Framework implemented	-	-	-	Version 1 of DLCA Stakeholder Framework approved	Monitor and evaluate stakeholder Framework	Monitor and evaluate stakeholder Framework	Monitor and evaluate stakeholder Framework

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

6.4.2 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 7 working days.	95% of DLTC incidents attended to within 7 working days.	95% of DLTC incidents attended to within 7 working days.	95% of DLTC incidents attended to within 7 working days.	95% of DLTC incidents attended to within 7 working days.
Full implementation of the initiatives identified in the SDIP	Implement 2 service delivery initiatives, namely prior: 1. Online smart enrolment solution 2. Adoption of ISO 10011 standards	1. Engage relevant stakeholders. 2. Develop user specification requirement for smart enrolment solution 3. Develop plan for the adoption of ISO 10001	1. Issue and award tender 2. Training for ISO 10001	1. Piloting of solution 2. Implementation of plan of ISO 10001	1. Deployment of the smart enrolment solution 2. Monitoring of the plan
Batho-Pele Principles					
Stakeholder Framework implemented	Monitor and evaluate stakeholder Framework	Conduct quarterly stakeholder engagement sessions	Conduct quarterly stakeholder engagement sessions	Conduct quarterly stakeholder engagement sessions	Conduct quarterly stakeholder engagement sessions

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

6.4.3   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.

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

6.4.4   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 (%)
	2017/18	2018/19	2019/20	2020/21	2017/18 - 2020/21		2021/22	2022/23	2023/24	2020/21 - 2023/24	
Service delivery	1 872	2 761	1 436	1 581	-5.5%	1.2%	1 660	1 743	1 820	4.8%	0.8%

Funding trends

- Funding will increase over the period 2020/2021 to 2023/2024 by an average of 4.8% per year, taking 2020/2021 as the baseline.
- Funding increased over the period 2017/2018 to 2020/2021 by an average of 1.2% per year, taking 2017/2018 as the baseline.
- The level of funding in 2017/2018 is R 1 872 000.
- The level of funding in 2020/2021 will be R 1 581 000.
- The decrease over the seven-year period is therefore 5.5% per year.

Expenditure trends
The programme for 2021/22 is R 1 660 000.

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

6.4.5   Updated Key Risks

Outcome	Key Risk	Description	Risk Mitigation
95% of DLTC incidents attended to within 7 working days	Spread of Covid1-9	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	▪ A customer complaints system to be implemented ▪ SDIP initiatives to be implemented. ▪ Staff to be trained on processes
Full implementation of the initiatives identified in the SDIP	Resistance from stakeholder	Lack of buy-in by stakeholder into the SDIP	▪ Conduct Service Delivery awareness visits to Provinces, Municipality and difficult DLTCs. ▪ Quarterly engagements with provinces ▪ Facilitate Service Delivery workshops
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

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

Part D: Technical Indicator Descriptions (TIDs)

7.1. Administration

Indicators Title	1. Organisational structure approved		
Short definition	The structure is considered approved when it is signed by the Executive authority or has signed the Memo requesting its approval		
Purpose/importance	To ensure that the organisation has the organisational structure that capacitate the entity to improve service delivery		
Source of data collection	• Exco minutes adopting the proposed structure; • Memo requesting the Executive authority to approve the structure		
Method of calculation/ Assessment	None		
Means of verification	Organisational structure approved and approved submission		
Calculation type	None-Cumulative		
Reporting cycle	Quarterly		
Desired performance	Approved organisational structure		
Indicator responsibility	Senior Manager: Corporate Services and/or delegated authority		
2021/22 Annual targets	Updated organisational structure approved		
Admissible evidence for the annual target	Approved organisational structure		
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence	
Q1	Review and update organisational structure and submit to the Executive Authority	Memo requesting approval of structure	
Q2	Organisational structure approve	Approved Structure	
Q3			
Q4			

Driving Licence Card Account

Indicators Title	2. Vacancy rate not more than 10% of the approved structure
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	To ensure all posts are filled to capacitate the entity to improve service delivery
Source of data collection	• 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: Number of funded vacant position Denominator: Total number of position in the structure
Means of verification	
Calculation type	None-Cumulative
Reporting cycle	Quarterly
Desired performance	To ensure the vacancy rate is less than 10%
Indicator responsibility	Senior Manager: Corporate Services and/or delegated authority
2021/22 Annual targets	Vacancy rate not more than 10% of the approved
Admissible evidence for the annual target	Copies of appointment letters signed by the DG and letter of acceptance signed by the incumbent

Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	Advertise, shortlist and interview 90% of vacant positions	Job advertisement, approval of short listing and overall interview score sheet
Q2	Appoint and fill all interviewed vacancies	Signed appointment letters by the DG and signed letter of acceptance by incumbent
Q3		
Q4		

Driving Licence Card Account
Department Transport
REPUBLIC OF SOUTH AFRICA

Indicator Title	4. 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	• External and Internal Audit progress tracking report • Audited Annual report	
Method of calculation/ Assessment	None	
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	
2021/22 Annual targets	Unqualified audit opinion (previous financial year)	
Admissible evidence for the annual target	Quarterly targets	Admissible evidence
Q1	• Monitor and evaluate implemented action plan • Prepare and review accurate management accounts	• AGSA and IA progress tracking report table at AC • Q4 Management accounts tabled at AC meeting
Q2	• Monitor and evaluate implemented action plan • Prepare and review accurate management accounts	• AGSA and IA progress tracking report table at AC • Q1 Management accounts tabled at AC meeting
Q3	• Monitor and evaluate implemented action plan • Prepare and review accurate management accounts	• AGSA and IA progress tracking report table at AC • Q2 Management accounts tabled at AC meeting
Q4	• Monitor and evaluate implemented action plan • Prepare and review accurate management accounts	• AGSA and IA progress tracking report table at AC • Q3 Management accounts tabled at AC meeting

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

Indicator Title	5. 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	None
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
2021/22 Annual targets	Approved 2022/23 annual performance plan
Admissible evidence for the annual target	Admissible evidence
Q1	-
Q2	1st draft of the 2022/23 Annual Performance Plan	Draft 2022/23 Annual Performance Plan
Q3	2nd draft of the 2022/23 Annual Performance Plan	Draft 2022/23 Annual Performance Plan
Q4	Approved 2022/23 Annual Performance Plan	Final draft approved by the Executive Authority

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

7.2. Production

Indicator Title	7. New production machine procured
Short definition	This indicator relates to the procurement and installation of the new production machine required to produce the new format driving licence card.
Purpose/importance	This performance indicator is important as it displays the commitment to improving the transport system to ensure that cards are produced efficiently and effectively thus contributing to a safer society
Source of data collection	Purchase order
	BSC, BAC, BEC Minutes and advertisement
Method of calculation/ Assessment	None
Means of verification	New production machine procured
Reporting cycle	Quarterly
Calculation type	None
Desired performance	New production machine installed and tested
Indicator responsibility	Senior manager: Production Manager and service delivery
2021/22 Annual targets	New card machine procured

Admissible evidence for the annual target	Quarterly targets	Admissible evidence
Q1	Development of tender specification and publication of bid	Terms of reference and tender advert
Q2	Evaluation and award of the tender	Letter of appointment issued to the winning bidder
Q3	Manufacturing, commissioning and installation of equipment	Installation report
Q4	Piloting of solution	Pilot report

Department
Transport
REPUBLIC OF SOUTH AFRICA

Driving Licence Card Account

Indicator Title	8. New ISO 18013-compliant driving licence card rolled out	
Short definition	This indicator refers to the introduction of a new high security driving licence card.	
Purpose/importance	The indicator is adoption of technology and innovation for the design of a new driving licence card which cannot be duplicated and thus only valid driver are allowed on the road.	
Source of data collection	SABS Documents of approval	
Method of calculation/ Assessment	None	
Means of verification	Approved driving licence design	
Calculation type	None	
Reporting cycle	Quarterly	
Desired performance	New ISO 18013-compliant driving licence card rolled out	
Indicator responsibility	EXCO	
2021/22 Annual targets	Card designed approved	
Admissible evidence for the annual target	Quarterly targets	Admissible evidence
Q1	Obtain certificate of compliance to ISO 18013 (SABS)	SABS Documents of approval
Q2	Approval by Executive Authority	Signed cabinet Memo
Q3		
Q4		

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

Indicator Title	9. Number of cards produced annually	
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	
2021/22 Annual targets	1,200,000 cards produced annually	
Admissible evidence for the annual target	Quarterly targets	Admissible evidence
Q1	300 000 cards produced	Relevant report from production
Q2	300 000 cards produced	Relevant report from production
Q3	300 000 cards produced	Relevant report from production
Q4	300 000 cards produced	Relevant report from production

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

Driving Licence Card Account

Indicators Title	10. Number of 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	Number of days taken to produce the cards subtract the date image was received		
Means of verification	Production system report		
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		
2021/22 Annual targets	14 working days		
Admissible evidence for the annual target	Relevant production report		
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence	
Q1	14 working days	Relevant system report	
Q2	14 working days	Relevant system report	
Q3	14 working days	Relevant system report	
Q4	14 working days	Relevant system report	

REPUBLIC OF SOUTH AFRICA

Department Transport

Driving Licence Card Account

Indicators Title	**11. 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	• 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.
Means of verification	Numerator = Number of cards delivered within 7 working days Denominator = Total number of cards delivered
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
2021/22 Annual targets	95% of cards delivered within 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 7 working days	Relevant system report
Q2	95% of cards delivered within 7 working days	Relevant system report
Q3	95% of cards delivered within 7 working days	Relevant system report
Q4	95% of cards delivered within 7 working days	Relevant system report

Driving Licence Card Account

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

7.3. Infrastructure

Indicator Title	12. 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 **Denominator:** Number of calls logged
Means of verification	Data from the IT Service Management system
Calculation type	None
Reporting cycle	Quarterly
New Indicator	No
Desired performance	All calls logged resolved within 7 working days
Indicator responsibility	Senior Manager: IT or delegated official
2021/22 Annual targets	95% of all calls logged resolved within 7 working days
Admissible evidence for the annual target	Report with Signed work order by technician

Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	95% of all calls logged resolved within 7 working days	Report on call logged.
Q2	95% of all calls logged resolved within 7 working days	Report on call logged.
Q3	95% of all calls logged resolved within 7 working days	Report on call logged.
Q4	95% of all calls logged resolved within 7 working days	Report on call logged.

Driving Licence Card Account

Department:
Transport
REPUBLIC OF SOUTH AFRICA

Indicator Title	13. 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: IT or delegated official
2021/22 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	Admissible evidence
Quarterly targets	
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

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

Indicator Title	**14. Percentage of project milestones implemented**
Short definition	This is the full implementation of collaborative tool
Purpose/importance	Collaborative tool will enable the entity to have a central system for all documents.
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 collaborative tool**
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	100% of project milestones completed
Indicator responsibility	Senior Manager: IT or delegated official
2021/22 Annual targets	**100% implementation of collaboration tool project**
Admissible evidence for the annual target	Project acceptance sign-off document
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	25% of project milestones completed	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

Driving Licence Card Account

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

7.4. Service Delivery

Indicator Title	15. 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 7 working days
Source of data collection	Customer Service Request Register
Method of calculation/ Assessment	Numerator: Number of incidents attended to within 7 working days Denominator: Number of service request registered
Means of verification	Call log incident register
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	95% of DLTC incidents attended to within 7 working days.
Indicator responsibility	Senior Manager: Service Delivery or delegated official
2021/22 Annual targets	95% of DLTC incidents attended to within 7 working days
Admissible evidence for the annual target	Customer service request register

Quarterly targets	Admissible evidence
Q1	95% of DLTC incidents attended to within 7 working days.	Call log incident register/report
Q2	95% of DLTC incidents attended to within 7 working days.	Call log incident register/report
Q3	95% of DLTC incidents attended to within 7 working days.	Call log incident register/report
Q4	95% of DLTC incidents attended to within 7 working days.	Call log incident register/report

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

Indicator Title	17. 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	None	
Means of verification	Approved stakeholder framework	
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	
2021/22 Annual targets	Monitor and evaluate the stakeholder framework	
Admissible evidence for the annual target	Attendance Register	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	Conduct quarterly stakeholder engagement sessions	Attendance Register
Q2	Conduct quarterly stakeholder engagement sessions	Attendance Register
Q3	Conduct quarterly stakeholder engagement sessions	Attendance Register
Q4	Conduct quarterly stakeholder engagement sessions	Attendance Register

Driving Licence Card Account

Department
Transport
REPUBLIC OF SOUTH AFRICA

Annexure A – Amendments to the Strategic Plan

None

Annexure B – 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:

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

Values

Value	Principle
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.

Driving Licence Card Account

Department:
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

Value	Principle
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.

Driving Licence Card Account

Department:
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

Annexure D – 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 |

Driving Licence Card Account

EDL — Electronic Driving Licence

G

GPW — Government Printing Works

H

HODs — Head of Departments

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

Driving Licence Card Account

Department:
Transport
REPUBLIC OF SOUTH AFRICA

ANNUAL PERFORMANCE PLAN
2021/22

N

NDP — National Development Plan

NGP — New Growth Path Framework

R

RTIA — Road Traffic Infringement Agency

S

SATC — Site Acceptance Testing Checklist

SLA — Services Level Agreement

SDIP — Services Delivery Improvement Plan

T

TIDs — Technical Indicator Descriptions