



DRIVING LICENCE CARD ACCOUNT

A trading entity of



transport

Department:
Transport
REPUBLIC OF SOUTH AFRICA

**STRATEGIC PLAN
2017/18 – 2019/20**



DRIVING LICENCE CARD ACCOUNT TRADING ENTITY STRATEGIC PLAN

The 2017 – 20 Strategic Plan for the Driving Licence Card Account Trading Entity is compiled with the latest available information from the entity and other resources. Some of this information is unaudited or subject to revision.

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MINISTER'S STATEMENT OF POLICY AND COMMITMENT



The Driving Licence Card Account (DLCA) was established in 1997 in terms of the Public Finance Management Act of 1999 (PFMA) under the Department of Transport (DoT) to produce and deliver driving licence cards.

The services were originally outsourced to Prodiba (Pty) Ltd until the 05th May 2015 when the DLCA took over the card production facility. As part of the take-over, the DLCA also took over the day to day operations of the business.

Over the years, the DLCA has grown in leaps and bounds and in the coming years we intend to:

- Reduce waiting periods for applications to less than 30 minutes
- Reduce delivery time to 5 days in major centres and 7 days in remote centres
- Increase service delivery channels, through mobile units
- Introduce a new secure delivery licence card

The focus of the DLCA will continue to be on the design and implementation of the highly secured driving licence card as we strive to move South Africa forward.

DR B E NZIMANDE, MP

MINISTER OF TRANSPORT



OFFICIAL SIGN-OFF

It is hereby certified that this 2017 – 20 Strategic Plan:

- Was developed by the management of the Driving Licence Card Account Trading Entity under the guidance of the Minister of Transport;
- Takes into account all relevant policies, legislations and other mandates for which the Driving Licence Card Account Trading Entity is responsible; and
- Accurately reflect strategic outcome oriented goals and objectives which the Driving Licence Card Account Trading Entity will endeavour to achieve over the 2017-20 MTEF.


Mr. Collins Letsoalo 06/03/2018

Head of Entity (Acting)


Mr. Mathabatha Mokonyama
Accounting Officer (Acting)


Ms. Sindisiwe Chikunga, MP
Deputy Minister


Dr. B E Nzimande, MP
Executive Authority



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PART A: STRATEGIC OVERVIEW

1 Vision

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

2 Mission

To achieve our vision we will:

- Prioritise 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

3 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.
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.

Table 1: DLCA Values

The Entity strives to put people first, render affordable services, ensure accountability and transparency whilst maintaining sustainable operations in all key strategic decisions of the entity.



4 Legislative and Other Mandates

4.1 Constitutional Mandate

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. Whereas, 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.

4.2 Legislative Mandate

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 to 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 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.



4.3 List of applicable Acts and Regulations

NRTA, 1996, as amended	NRTA Regulation Number	Description
Section 12	99	Issue licence under the correct categories
	100	Re-issue Licence
	101	Period of validity
	102	Eye test/ vision testing
	103	Vision testing for learners licence
Section 15	104	Vision testing
Sections 17 and 24	105	Issue of learners licence
Section 24	106	Identity management – photo, fingerprint.
Section 15	107	Ensure validity of the learners licence before issuing a driving licence
Section 15	108	Provision of infrastructure, statutory forms, and all input information required and training
Section 15	109	Issuance of duplicate driving licence
Section 23	110	International driving permits
Section 19	111	Application for driving licence at the DLTC
Section 20	112	Manner of Application for driving licence
	112(A)	Authorisation to allow someone to collect



NRTA, 1996, as amended	NRTA Regulation Number	Description
Section 22	113	Manner of notification of new residential address
Section 34	113(a)	Suspension/ Cancellation of driving licence
Section 26	114	Manner of application for an issue of driving licence free of endorsements
Section 15	115	Professional driving permit
	116	Categories of PRDPs
	117	Disqualifications of PRDPs
	118	Application for PRDPs
	119	Manner of issuing of PRDP Time frames for submission of information to the CPF
	120	Professional driving permit validity
	121	Application for duplicate of the PRDP
	122	Period of validity for reapplication and re-issuing of PRDP
	123	Suspension and cancellation of PRDP
	126	Maintaining PRDP records

Table 2: List of applicable Acts & Regulations



4.4 Planned Policy Initiatives

- Adopt and implement service deliver improvement initiatives; and
- Implementation of the new driving licence card which is compliant with international standards;

The Outcome Based Strategy Map of the DLCA

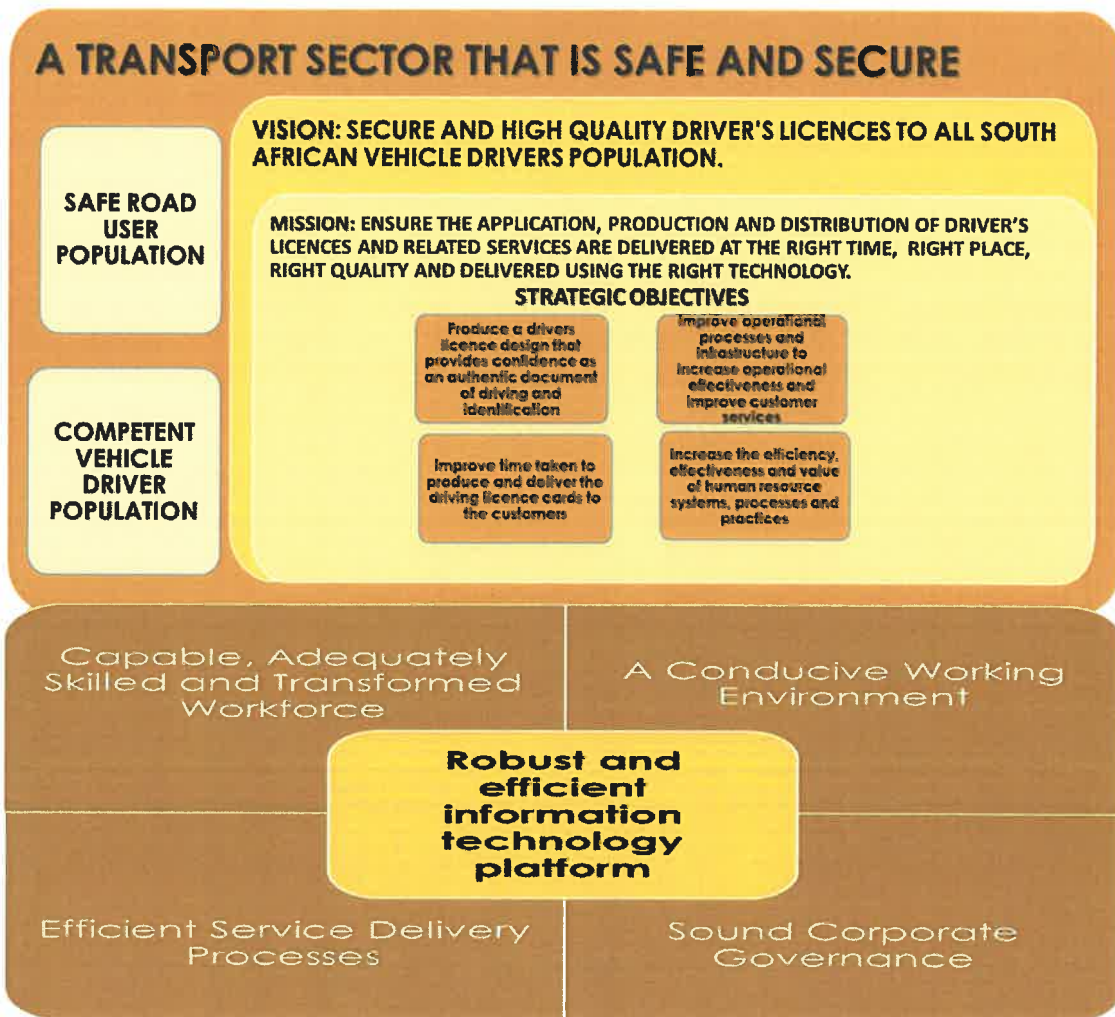


Figure 1: Outcome Based Strategy Map of the DLCA

The diagram above encompasses diagrammatic strategic map and depiction of the contribution of the DLCA to the overall mandate of the Department of Transport (DOT). It further indicates how



DLCA's vision and mission as well as its strategic objectives contribute to the overall strategic goals of the DoT.

The DLCA as a trading entity of the Department of Transport contributes towards the strategic objective of "Transport Sector that is safe and secure". This the DLCA achieves by ensuring through its vision of supplying secure and high quality drivers' licences to the South African vehicle drivers. It also strives to provide high quality driver's licences to competent vehicle drivers as provided for in the NRTA and its regulations.



5 Situational Analysis

5.1 Performance environment

Finance

The Entity generates its revenue from the sale of driving licences.

In 2016/17 the Entity applied to National Treasury to implement a 6.3% increase on its licence tariff. The proposed increased card price will be R 84. The Entity is awaiting approval from the National Treasury.

Service Delivery

The contract for new Live Enrolment Unit (LEU), Live Capture Unit (LCU) was finalized in January 2016 and as January 2017, 88 pilot units have been commissioned across 62 sites as part of the pilot phase across the country. Piloted in 2015/16, the sms notification system has been rolled out nationwide in 2016/17. An applicant is sent an sms when the application has been received and when it is ready for collection. In an effort to improve delivery, a new courier service provider was appointed in October 2016 to reduce the delivery time by at least 1 day.

ICT Infrastructure

The DLCA has inherited an ageing ICT infrastructure characterized by outdated technology and end-of-life of hardware and software. The Entity has embarked on a plan to modernize the internal IT environment by introducing new technology, infrastructure, systems and ICT governance structures.

Production

The DLCA has inherited a production environment which has not been modernised since 2008. The Entity has managed to stabilize and continue production through a regular maintenance program. Over the past year the mechanical, IT hardware and software issues experienced has been affected negatively the Entity's productivity levels. Recognising this, problem, the Entity will continue with the support maintenance programme and is in the process of introducing a new card.



5.2 Drivers of DLCA Business – Future Demand

Population group	Sex					
	2003			2013		
	Total	Male	Female	Total	Male	Female
Black African	2 537	48,2	21,9	4 568	56,1	39,2
Coloured	614	10,0	8,5	857	10,1	8,1
Indian/Asian	481	7,0	8,1	588	6,2	6,8
White	2 851	34,8	61,6	3 145	27,5	46,0
Total	6 484	100,0	100,0	9 158	100,0	100,0

Table 3: Driving Licence Statistics - Sex

According to the 2013, Household Travel Survey, these were 9,158 million holders of driving licences in South Africa and increase of 2.674 million since a decade earlier.

This is an indication that over the period there is an upward trend in the demand for the DLCA services.

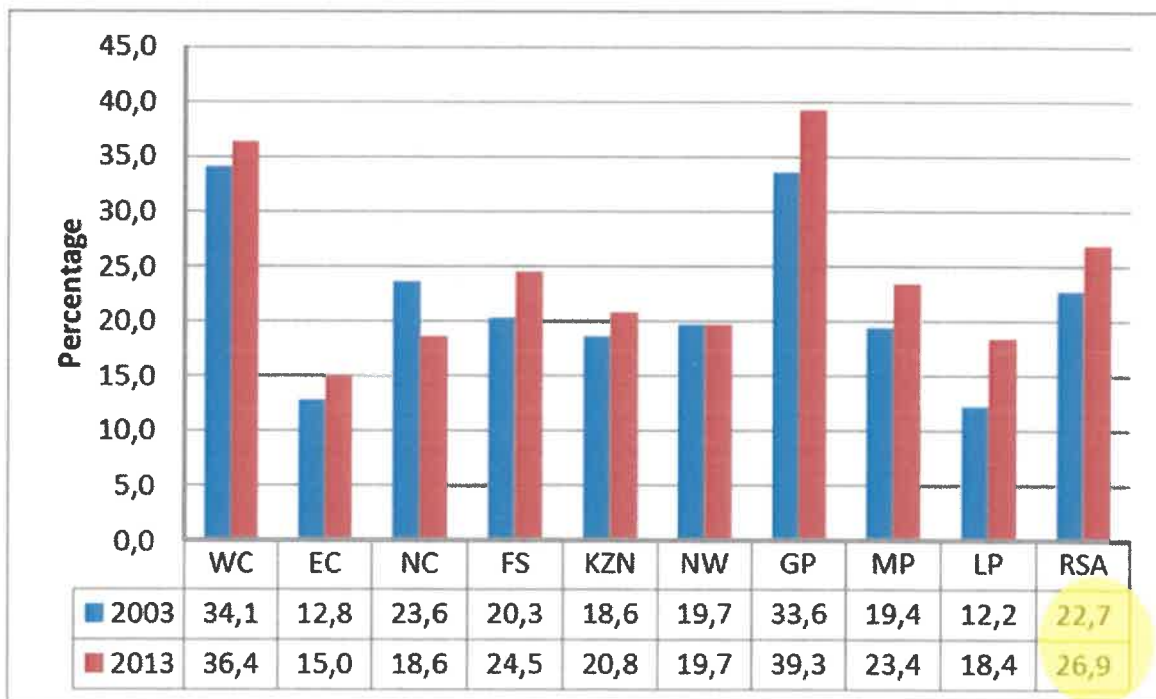
Given the low penetration level of 26, 9% for eligible drivers, and the continued growth in the middle class, there is an indication that the demand for driver’s licences will increase and the service centres should expect higher growth.



Province	Possession of driver's licence					
	2003			2013		
	Number 18 years and older ('000)	Per cent with licences across provinces	Per cent without licences across provinces	Number 18 years and older ('000)	Per cent with licences across provinces	Per cent without licences across provinces
Western Cape	3 183	16,7	9,5	4 079	16,2	10,4
Eastern Cape	3 639	7,2	14,3	3 936	6,4	13,5
Northern Cape	563	2,0	1,9	741	1,5	2,4
Free State	1 715	5,4	6,2	1 817	4,9	5,5
KwaZulu-Natal	5 718	16,3	21,0	6 313	14,3	20,1
North West	2 659	8,1	9,6	2 275	4,9	7,4
Gauteng	6 441	33,3	19,3	9 013	38,7	22,0
Mpumalanga	1 924	5,7	7,0	2 555	6,5	7,9
Limpopo	2 840	5,3	11,2	3 267	6,6	10,7
RSA	28 682	100,0	100,0	33 997	100,0	100,0

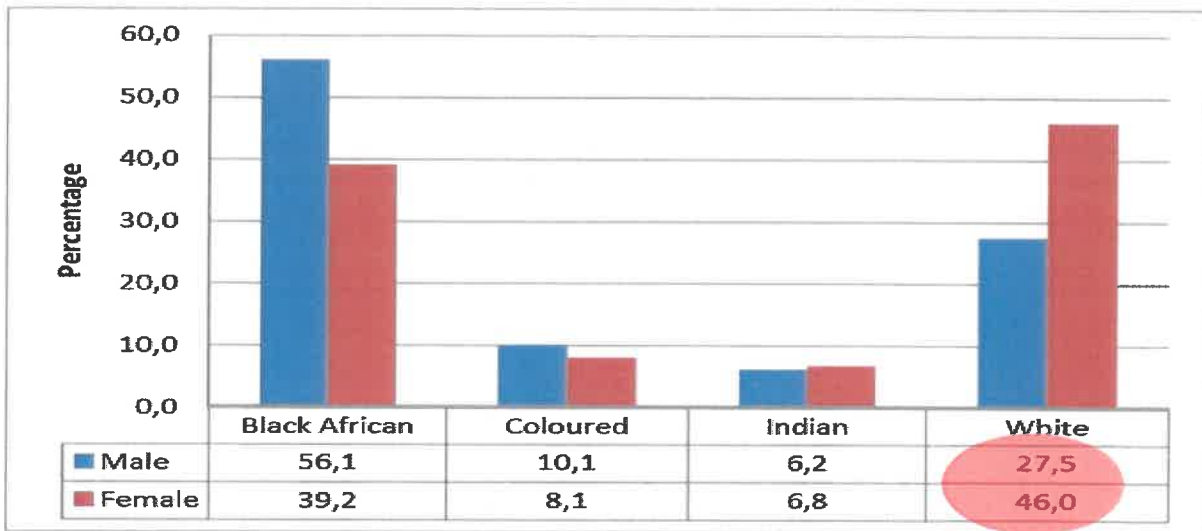
Provincial comparisons have to be done with care due to boundary changes that took place between 2003 and 2013.

Table 4: Possession of Driver License Statistics



Provincial comparisons have to be done with care due to boundary changes that took place between 2003 and 2013.

Figure 2: Penetration Rates Comparison



Percentages calculated across sex.

:

Figure 3: Penetration Rates Comparison by Gender

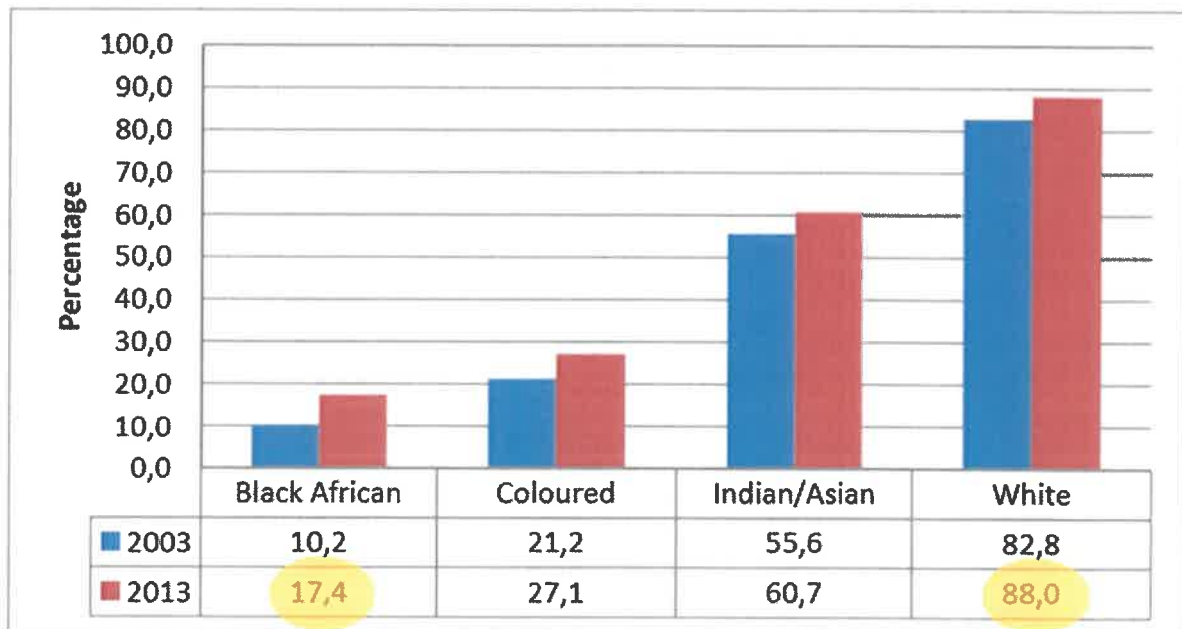


Figure 4: Penetration Rates Comparison by Race

The provincial split indicates that Gauteng and Western Cape Provinces have the majority of driving licence holders.



The DLCA therefore needs to ensure that the services are distributed in line with anticipated demand in different areas.

Racial distribution of driving licence currently favours the white minority with 88% penetration rate compared to black Africans at a penetration rate of 17.4%. This is also an indication that as more black Africans move into the middle income strata the growth in demand for driving licences is also expected to increase. It therefore can be concluded that the future demand for DLCA services will continue to be on an upward trajectory.

5.3 Organisational Environment

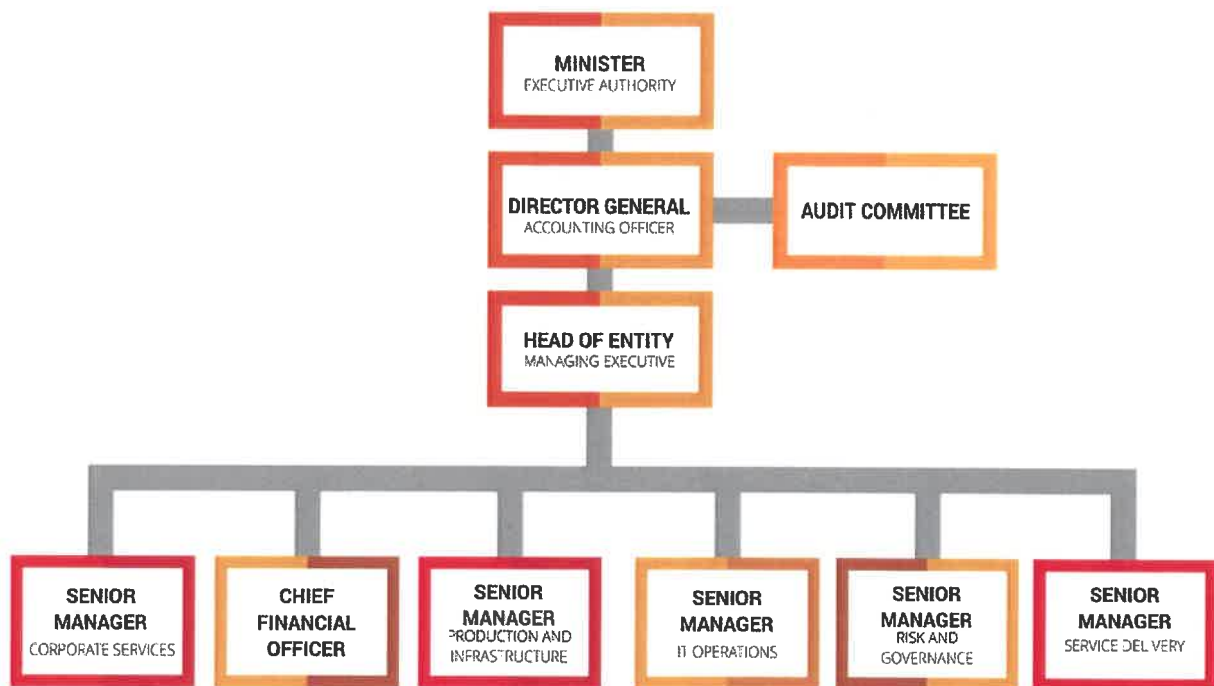


Figure 6: Organisational Environment

This is the current operational organisational structure of the DLCA. The positions, Production and Infrastructure, Corporate Services (including HR functions), and Service Delivery are new positions and areas that were identified when the DLCA took over the card production facility in May 2015

The DLCA has drafted the new organizational structure which seeks to ensure effective and efficient execution of its mandate. The structure is awaiting approval.



The Strategic Planning Process

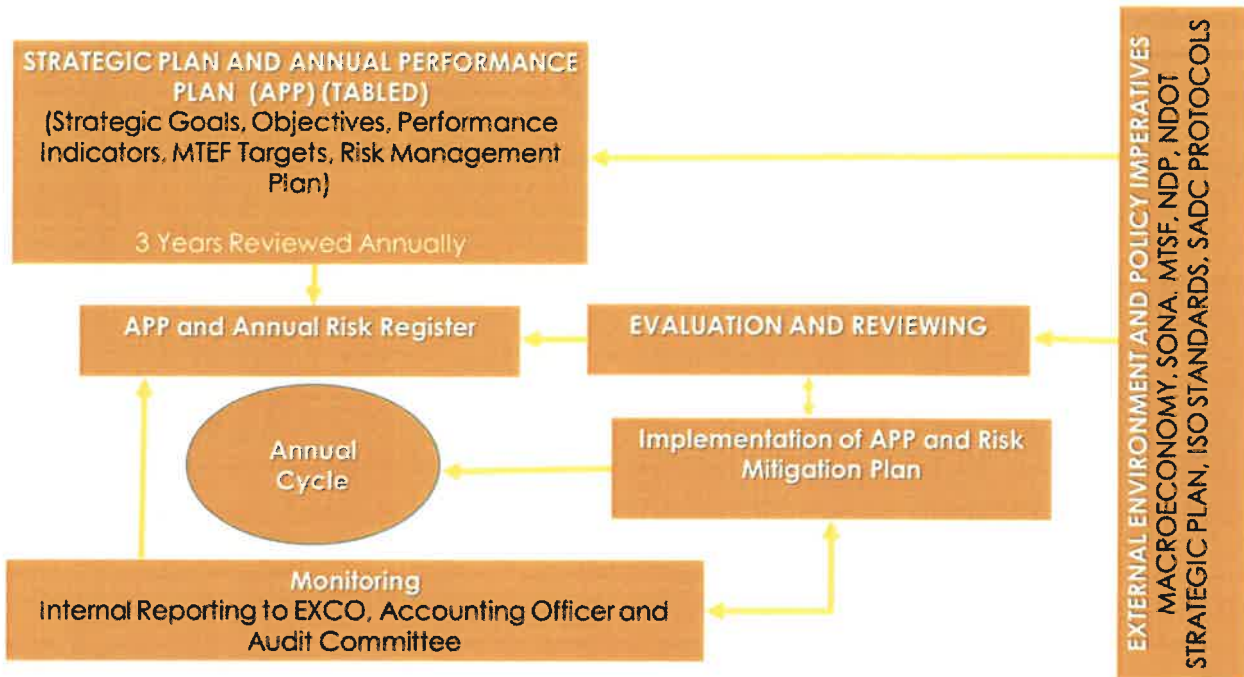


Figure 5: The Strategic Planning Process

The Strategic Planning process of the DLCA is conducted in line with the National Treasury Framework for Strategic Plans and Annual Performance Plans (APPs). The macro environment is screened through various data sources, primarily Stats SA statistical reports, the Medium Term Strategic Framework, and National Development Plan 2030. The micro environment is screened through various data sources which includes amongst others, the DOT Strategic Plans and APPs, SADC Protocols and ISO standards. The DLCA then conduct a situational analysis which assists to take stock of the operating environment at a country sector and industry levels. This enables planning and allows DLCA to set and achieve its future goals and targets.

A 3 year Strategic Plan is then developed targeting various government priorities and available resources at planned Strategic Planning Sessions under the leadership of the Head of the Entity and DLCA Executive Committee. Various Strategic Goals are then set and Strategic Objectives agreed. Performance indicators are determined in line with the priorities and available resources. A Strategic Plan is then finalized various targets are set for the MTEF, Annual and Quarterly plans.



This Strategic Plan is therefore informed by the following:

- The National Development Plan (NDP) in particular Chapter 4 (Economic Infrastructure); Chapter 3 (Employment) and Chapter 6 (Rural Development); the New Growth Path Framework (NGP); the Industrial Policy Action Plans (IPAP);
- 2013 National Household Travel Survey;
- The priorities of the Ministry for Transport for the 2014 - 2019 MTSF;
- The priorities in the Delivery Agreement for Outcome 6;
- The Minister's Delivery Agreement; and
- FOSAD Action Plan.

6 Strategic Outcome Oriented Goals

The National Department of Transport has committed into four strategic outcome oriented goals (4, 6, 7 and 10). Of these goals, the entity contributes to one goal, which is: **A transport sector that is safe and secure.**



Item	Descriptions
Strategic Outcome Oriented Goal 1	Produce and deliver a highly secure, quality and durable driving licence.
Goal Statement	To produce an internationally accepted driving licence card within 10 working days and delivered within 7 working days.
Baseline	14 production and delivery times
Strategic Outcome Oriented Goal 2	Provide 95% uptime of enrolment units and related network infrastructure
Goal statement	To ensure that enrolment equipment and network achieve a 95% uptime.
Baseline	Maintenance of enrolment units and network infrastructure
Strategic Outcome Oriented Goal 3	Improve service delivery through the implementation of identified service delivery implementation initiative
Goal statement	Improve operational processes and infrastructure to increase operational effectiveness and improve customer services
Baseline	Batho Pele Principles
Strategic Outcome – Oriented Goal 4	Repositioning the organisation through improving the process and procedures in accordance with applicable laws and regulations on an ongoing basis
Goal statement	Annually review the strategic plans and annual performance plans and organisational structure to ensure that the Entity is compliant and can deliver on its mandate.
Baseline	Review of the approved organisational structure, strategic plans and annual performance plans.

PART B: STRATEGIC OBJECTIVES

7 Programme: Administration

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

7.1 Programme: Administration - Strategic Objectives

Strategic Objective	Repositioning the organisation through improving processes and procedures in accordance with applicable laws and regulations on an ongoing basis
Objective statement	Annually review the strategic plans and annual performance plans and organisational structure to ensure that the Entity is compliant and can deliver on its mandate.
Baseline	Review of the approved organisational structure, strategic plans and annual performance plans.
Justification	Effective utilization of resources to ensure achievement of designed goals, objectives and targets
Link	Strategic Outcome Oriented Goal 6 of the Department of Transport

7.2 Programme: Administration – Performance Indicator and Annual targets

Performance Indicator	Audited / Actual Performance			Estimated performance 2016/17	Medium – Term Targets		
	2012/13	2013/14	2014/15		2017/18	2018/19	2019/20
Percentage of vacant posts filled as per approved structure	-	-	-	Crucial posts identified and new structure drafted and approved by Head of the Entity	10% of vacant posts filled as per approved structure	80% of vacancy posts filled as per approved structure	95% of vacant posts filled as per approved structure
Annual review and submission of the strategic plans and APP as prescribed by relevant frameworks	-	-	-	Strategic and annual performance plan and reporting against plans	Annually review of strategic plans and APP as prescribed by relevant frameworks	Annually review of strategic plans and APP as prescribed by relevant frameworks	Annually review of strategic plans and APP as prescribed by relevant frameworks
Annual assessment of the compliance to ISO 9001 standard by relevant certification body	-	-	-	Annual reviews of ISO standards to ensure maintenance of the ISO certification	Annually review of strategic plans and APP as prescribed by relevant frameworks	Annually review of strategic plans and APP as prescribed by relevant frameworks	Annually review of strategic plans and APP as prescribed by relevant frameworks

7.3 Programme: Administration - Risk Management

RISK	Description	Mitigation
Lack of capacity and right skills	Lack of skills, knowledge and capabilities to deliver on the strategic outcomes of the entity, implement and support infrastructure	<ul style="list-style-type: none"> ▪ Approve the organizational structure ▪ Capacitate the entity in line with the Organizational structure ▪ Develop and approve retention strategy ▪ Ensure that employees attend the relevant training
Non-compliance to the prescribed framework	<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 ▪ Develop HR policies ▪ Develop IT framework and policies ▪ Develop and review Enterprise Risk Management policies and framework ▪ Develop finance and procurement policies
Non-compliance to ISO 9001 standards	Non-compliance to the ISO 9001 standard	Conduct internal audits to ensure compliance to ISO standards

8 Programme: Production

Purpose: To produce and deliver high quality driving licence cards annually

8.1 Programme: Production - Strategic Objectives

Strategic Objective	To produce and deliver a highly secure, quality and durable driving licence
Objective Statement	To ensure that driving licence cards are produced within 10 days and delivered within 7 days in line with applicable standards.
Baseline	Number of cards produced in the previous year.
Justification	This objective contributes to the road safety by ensuring that only competent and valid drivers are on the road
Link	Strategic Outcome Oriented Goal 6 of the Department of Transport

8.2 Programme: Production – Performance Indicator and Annual Targets

performance indicator	Audited/Actual performance			Estimated performance	Medium-term targets		
	2013/14	2014/15	2015/16		2017/18	2018/19	2019/20
Number of cards produced annually	2,289,635	2,398,957	2,333,955	2 250 000	2,300,000	2,400,000	2,300,000
Percentage of driving licence cards produced within 10 working days	-	-	-	25% of driving licence cards produced within 7 working days	80% of driving licence cards produced within 10 working days	85% of driving licence cards produced within 10 working days	90% of driving licence cards produced within 10 working days
Percentage of driving licence cards delivered within 7 working days.	-	-	-	80% of driving licence cards delivered within 7 working days	80% of driving licence cards delivered within 7 working days	90% driving licence cards delivered within 5 working days	95% driving licence cards delivered within 3 working days
Number of milestones reached in the roll out of the new driving licence card	-	-	-	Only one milestone achieved	At least 2 milestones reached in the roll out of the new DL card	100% of outstanding milestones reached in the rollout of the new DL card	none

8.3 Programme: Production – Risk Management

Risk	Description	Mitigation
Availability of production material	The entity may not have material to produce the driving licence cards	<ul style="list-style-type: none"> ▪ Monitor material on a daily basis ▪ Monitor material on a daily basis
Inadequate production infrastructure	Ageing production infrastructure and software	<ul style="list-style-type: none"> ▪ Upgrade the production software ▪ Procure and upgrade production infrastructure
Delays in the approval of the of the new card design and equipment	The delays in the approval of the card will may result in the project being delivered on time	<ul style="list-style-type: none"> ▪ Ensure that project plan is monitored and realistic.
Lack of technical skills	Lack of skills to maintain the current infrastructure	<ul style="list-style-type: none"> ▪ A capacity programme is to be put in place to ensure that relevant staff is trained

9 Programme: Infrastructure Management

Purpose: To provide effective and efficient ICT infrastructure

9.1 Programme: Infrastructure Management - Strategic Objectives

Strategic Objective	To provide 95% uptime of enrolment unit and related network infrastructure
Objective Statement	Provide ICT infrastructure to allow for the capturing of information required in the production of driving licence cards as well as supporting the related business functions.
Baseline	918 live capture units rolled out and maintained. Existing DLCA ICT infrastructure and systems
Justification	This objective will ensure efficient processing of driving licence application system
Link	Strategic Outcome Oriented Goal 6 of the Department of Transport

9.2 Programme: Infrastructure Management – Performance Indicator and Annual targets

performance indicator	Audited/Actual performance				Estimated performance	Medium-term targets		
	2013/14	2014/15	2015/16	2016/17		2017/18	2018/19	2019/20
Percentage of the external calls logged and resolved	-	-	-	None	95% of all calls logged resolved within 7 days	95% of all calls logged resolved within 5 days	95% of all calls logged resolved within 3 days	
Number of live enrolment units (LEUs) commissioned	-	-	-	100 units commissioned	855 of LEU commissioned	None	None	
Percentage of enrolment equipment (LEUs and LCUs) maintained	100%	100%	80%	80% of enrolment units maintained	95% of enrolment equipment maintained	95% of enrolment equipment maintained	95% of enrolment equipment maintained	

9.3 Programme: Infrastructure Management – Risk Management

Risk	Description	Mitigation
Poor performance of service providers	Poor performance of the service provider resulting in the entity not achieving its goals	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ Support and maintenance to be put in place. ▪ LCU to be replace by LEU
Delay in the implementation of the LEU project	Delay in the implementation of the project will cause a delay in service delivery	<ul style="list-style-type: none"> ▪ SLA in place and penalties imposed in line with the contract

10 Programme: Service Delivery

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

10.1 Programme: Service Delivery – Strategic Objective

Strategic Objective	To improve service delivery through the implementation of identified service delivery implementation initiatives
Objective statement	Improve the services delivery to stakeholders internally and externally as measured by the client satisfactory survey and service level agreement.
Baseline	National Service Charter and Batho Pele Principles.
Justification	This objective contributes to enhancement of service delivery rendered to applicants of the driving licence cards.
Link	Strategic Outcome Oriented Goal 6 of the Department of Transport

10.2 Programme: Service Delivery – Performance Indicator and Annual Targets

Programme performance indicator	Audited/Actual Performance			Estimated performance	Medium-term targets		
	2012/13	2013/14	2014/15		2016/17	2017/18	2018/19
Percentage of DLTC complaints resolved	-	-	-	New	95% of DTLC complaints are resolved within 7 working days.	95% of DTLC complaints are resolved within 7 working days.	95% of DTLC complaints are resolved within 7 working days.
Adoption of the service delivery improvement plan by 5 of the Provinces	-	-	-	New	MOU signed by 5 provinces adopting the service delivery improvement plan	MOU signed by the balance of the Provinces adopting the service delivery improvement plan	Monitoring and evaluation of SDIP initiatives implemented through customer satisfaction surveys
Full implementation of the initiatives prioritised by Exco in the SDIP	-	-	-	New	Implementation of 2 initiatives as identified in the SDIP	Implementation of the balance of the initiatives identified in the SDIP	Monitoring and evaluation of SDIP initiatives implemented through customer satisfaction surveys

10.3 Programme: Service Delivery – Risk Management

Risk	Description	Mitigation
Inadequate staffing	Lack of staff provides for an overloaded workforce which may lead to low staff morale	<ul style="list-style-type: none"> ▪ Recruit staff in line with the organisational structure
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
Lack of buy-in on the SDIP by the DLTCs	Resistance to the SDIP initiative could negatively impact service delivery	<ul style="list-style-type: none"> ▪ Workshop to be held to ensure DLCTs support
Non performances of the service providers related to the initiatives	Poor performance of the service provider resulting in the entity not achieving its goals	<ul style="list-style-type: none"> ▪ SLA to be put in place to manage performance ▪ Quarterly performance reviews to be conducted



ANNEXURE A: TECHNICAL INDICATOR DESCRIPTIONS

11. Technical Performance Indicators

11.1 Indicator title: Number of driving licence cards produced annually

Short definition	Cards are considered produced once quality has been confirmed	
Purpose/importance	The number of cards produced and quality controlled but not yet delivered	
Source of data collection	Production systems	
Method of calculations	Production system	
Data limitation	Possible downtime from E-natis system	
Type of indicator	Output	
Reporting cycle	Monthly	
New indicator	No	
Calculation type	Cumulative	
Desired performance	All orders for the licences manufactured within 7 days	
Indicator responsibility	Production Manager	
2017/18 Annual targets	2 300 000 driving licence cards estimated	
Admissible evidence for the annual target	Payment certificate report	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	500 000 driving licence cards produced and delivered	Payments certificates for the quarter
Q2	650, 000 driving licence cards produced and delivered	Payments certificates for the quarter
Q3	575, 000 driving licence cards produced and delivered	Payments certificates for the quarter



Q4	575, 000 driving licence cards produced and delivered	Payments certificates for the quarter
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11.2 Indicator title: Percentage of driving licence cards produced within 10 working days

Indicator title	Percentage of driving licence cards produced within 10 working days	
Short definition	A card is considered produced once it has been quality controlled and has no defects	
Purpose/importance	Percentage of driving licence cards produced within 10 working days of complete orders received from the DLTCs	
Source of data collection	Payment certificates /and or relevant system report	
Method of calculations	Production system	
Data limitation	Availability on information from Production system	
Type of indicator	Outputs	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Driving licence card to be produced within 10 working days	
Indicator responsibilities	Production Manager	
2017/18 Annual targets	80% of driving licence cards produced within 10 days	
Admissible evidence for the annual target	Payment certificate report /or relevant system report	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	80% of driving licence cards produced within 10 days	Payment certificate report /or relevant system report
Q2	80% of driving licence cards produced within 10 days	Payment certificate report /or relevant system report



Q3	80% of driving licence cards produced within 10 days	Payment certificate report /or relevant system report
Q4	80% of driving licence cards produced within 10 days	Payment certificate report /or relevant delivery report

11.3 Indicator title: Percentage of driving licence cards delivered within 7 working days

Indicator title	Percentage of driving licence cards delivered within 7 working days	
Short definition	A card is considered delivered once proof of delivery has been received	
Purpose/importance	Percentage of driving licence cards delivered within 7 working days	
Source of data collection	Proof of delivery form courier company Payment certificate	
Method of calculations	Production system	
Data limitation	Availability of information from courier company	
Type of indicator	Output	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	All orders for the licences delivered within 7 days	
Indicator responsibilities	Production Manager	
2017/18 Annual targets	80% of driving licence cards delivered within 7 days	
Admissible evidence for the annual target	Availability of information from courier company	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence



Q1	90% of driving licence cards delivered within 7 days	Payment certificate report /or relevant system report
Q2	90% of driving licence cards delivered within 7 days	Payment certificate report /or relevant system report
Q3	90% of driving licence cards delivered within 7 days	Payment certificate report /or relevant system report
Q4	90% of driving licence cards delivered within 7 days	Payment certificate report /or relevant system report

11.4 Indicator title: Number of milestones reached in the rollout of the new driving licence card

Indicator title	Roll out of the new driving licence card
Short definition	Three milestones achieved in the rollout of the new driving licence card: 1. Appointment of service provider 2. Pilot deployment 3. Full deployment
Purpose/importance	Introduce a high secure, durable, quality and cost effective driving licence card
Source of data collection	Project management documentation SCM documents
Method of calculations	Information from Supply Chain Management
Data limitation	None
Type of indicator	Outcome
Calculation type	None
Reporting cycle	Quarterly
New indicator	No
Desired performance	Full deployment of driving licence card



Indicator responsibility	Production Manager	
2017/18 Annual targets	At least two milestones reached in the roll out of the new card design	
Admissible evidence for the annual target	Contract with the new service provider Signed project milestone documents	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	Request for proposal has been issued	RFP advert
Q2	Tender awarded	Letter of appointment or contract issued
Q3	Setup and Installation has of new equipment initiated	Equipment has been delivered
Q4	Pilot deployment started	Initial batch of the new driving licence card have been produced

11.5 Indicator title: Percentage of vacant positions filled

Short definition	Vacancies filled as per approved structure
Purpose/importance	Organisational structure reviewed to ensure that the Entity has capacity to deliver on its mandate
Source of data collection	Exco minutes Job advertisements
Method of calculations	None
Data limitation	None
Type of indicator	Outcome
Calculation type	N/A
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Vacancies filled as per approved structure



Indicator responsibility	Senior Manager: Corporate Services	
2017/18 Annual targets	10% of vacancies filled as per approved structure	
Admissible evidence for the annual target	EXCO minutes Job advertisements	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	New organisational structure approved by the Director General	Approved memo of the organisational structure
Q2	New Organisation structure approved by the Minister	Approved memo of the organisational structure
Q3	100% of prioritised vacancies filled as per approved structure	Letter of appointments
Q4	10% of prioritised vacancies filled as per approved structure	Letter of appointments

11.7 Indicator title: Annual review and submission of the strategic plans and APP as prescribed by relevant frameworks

Short definition	Annual Review of the strategic plans and APP 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 strategic plans and APP
Method of calculations	None
Data limitation	Availability of the information
Type of indicator	Output
Calculation type	None
Reporting cycle	Annually



New indicator	No	
Desired performance	Review of strategic plans and Annual Performance Plan as prescribed by relevant frameworks	
Indicator responsibility	Senior Manager: Risk and Governance	
2017/18 Annual targets	Annually review of strategic plans and Annual Performance Plan as prescribed by relevant frameworks	
Admissible evidence for the annual target	Approved strategic plans and Annual Performance Plan for the relevant plans	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	Conduct Strategic Plan / APP workshop for management	Attendance register and minutes of the workshop
Q2	First draft strategic plan and APP available for review By Exco	First draft plans, minutes and attendance register
Q3	Second draft strategic plan and APP available for review by Exco	Second draft plans, minutes and attendance register
Q4	Submits approved Strategic Plan & APP to Parliament	Final approved plans

11.8 Indicator title: Assessment of the compliance to ISO standards to ensure maintenance of the ISO certification

Short definition	Audits to be conducted by external party in line with ISO 9001
Purpose/importance	Ensure the audits are conducted to ensure maintenance of the ISO 9001 accreditation
Source of data collection	ISO audit reports
Method of calculations	None
Data limitation	Unavailability of audit reports External service provider



Type of indicator	Outcome	
Calculation type	None	
Reporting cycle	Quarterly	
New indicator	No	
Desired performance	Compliance to ISO 9001 standards	
Indicator responsibility	Senior Manager: Risk and Governance	
2017/18 Annual targets	ISO 9001 audit conducted by a 3rd party	
Admissible evidence for the annual target	ISO audit reports	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	Quarterly internal quality management system (QMS) audit as per audit calendar	QMS, Calendar, Quarterly QMS reports and corrective actions
Q2	Quarterly internal quality management system (QMS) audit as per audit calendar	QMS, Calendar, Quarterly QMS reports and corrective actions
Q3	Quarterly internal quality management system (QMS) audit as per audit calendar	QMS, Calendar, Quarterly QMS reports and corrective actions
Q4	Quarterly internal quality management system (QMS) audit as per audit calendar	QMS, Calendar, Quarterly QMS reports and corrective actions

11.9 Indicator Title: Percentage of the external calls logged and resolved

Short definition	Percentage of calls resolved. A call is regarded as resolved when a solution has been identified and implemented
Purpose/importance	To ensure that calls are monitored; resolved in line with the Service Line Agreements and service delivery standards
Source of data collection	Reports from relevant IT system
Method of calculations	None



Data limitation	Availability of reports	
Type of indicator	Output	
Calculation type	None	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance	95% response to all logged calls within 3 days	
Indicator responsibility	Senior Manager: IT	
2017/18 Annual targets	95% of all calls to logged calls and resolved within 5 da	
Admissible evidence for the annual target	Reports from relevant IT systems	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	95% response to all logged calls within 7 days	Reports from relevant IT systems
Q2	95% response to all logged calls within 7 days	Reports from relevant IT systems
Q3	95% response to all logged calls within 7 days	Reports from relevant systems
Q4	95% response to all logged calls within 7 days	Reports from relevant IT systems

11.10 Indicator title: Number of live enrolment units (LEUs) commissioned

Short definition	Number of live enrolment units (LEUs) commissioned
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Purpose/importance	The monitor the number of LEU commissioned has the equipment has an impact on the collection of enrolment data required for the production of driving licence ca	
Source of data collection	Site acceptance certificate	
Method of calculations	Cumulative	
Data limitation	Availability of reports	
Type of indicator	Output	
Calculation type	None	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance	855 of LEU commissioned	
Indicator responsibility	Senior Manager: IT	
2017/18 Annual targets	855 of LEU commissioned	
Admissible evidence for the annual target	Site acceptance certificate	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	100 LEU commissioned	Site acceptance certificate
Q2	300 LEU commissioned	Site acceptance certificate
Q3	455 LEU commissioned	Site acceptance certificate
Q4	None	None

11.11 Indicator title: Percentage of enrolment equipment (LEUs and LCUs) maintained



Short definition	Percentage of enrolment equipment (LEUs and LCUs) maintained	
Purpose/importance	Percentage of the enrolment equipment (LEUs & LCUs) maintained. Only LEUs that have been commissioned can be maintained. Maintenance- refers to ensuring that the machines are operating at 95%	
Source of data collection	Remedy System Report and LEU call reports	
Method of calculations	Cumulative	
Data limitation	Non availability of reports	
Type of indicator	Output	
Calculation type		
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance	95% of enrolment equipment maintained	
Indicator responsibility	Senior Manager: IT	
2017/18 Annual targets	95% of enrolment equipment maintained	
Admissible evidence for the annual target	Remedy System Report and LEU call reports	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	95% of enrolment equipment maintained	Reports from security system
Q2	95% of enrolment equipment maintained	Reports from security system
Q3	95% of enrolment equipment maintained	Reports from security system
Q4	95% of enrolment equipment maintained	Reports from security system



11.11 Indicator title: Percentage of DLTC complaints resolved

Short definition	Percentage of DLTC complaints resolved	
Purpose/importance	95% of customer complaints are resolved within 7 working days. A call is considered resolved when a feasible solution has been found and agreed upon with the client	
Source of data collection	Corrective Action Register, complaints register	
Method of calculations	None	
Data limitation	Lack of	
Type of indicator	Output	
Calculation type	None	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance	95% of DTLC complaints are resolved within 7 working days.	
Indicator responsibility	Manager: Service Delivery	
2017/18 Annual targets	95% of DTLC complaints are resolved within 7 working days.	
Admissible evidence for the annual target	Corrective Action Register, complains register	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	95% of DTLC complaints are resolved within 7 working days.	Corrective action register
Q2	95% of DTLC complaints are resolved within 7 working days.	Corrective action register
Q3	95% of DTLC complaints are resolved within 7 working days.	Corrective action register



Q4	95% of DTLC complaints are resolved within 7 working days.	Corrective action register
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11.12 Indicator title: Adoption and implementation service delivery improvement plan by five of the provinces

Short definition	Adoption and implementation service delivery improvement plan by five of the provinces	
Purpose/importance	Attending provincial quartley meetings to verify the implementation of the SDIP	
Source of data collection	Minutes of meeting and attendance register	
Method of calculations	None	
Data limitation	Lack of support from external stakeholders (Provinces)	
Type of indicator	Output	
Calculation type	None	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance	MOU signed by all provinces adopting the service delivery improvement plan & implementation of at least 1 SDIP initiative	
Indicator responsibility	Senior Manager: Service Delivery	
2017/18 Annual targets	MOU signed by 5 provinces adopting the service delivery improvement plan	
Admissible evidence for the annual target	Minutes of meeting and attendance register	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	Workshop the SDIP with all the Provinces	Minutes of meeting and attendance register
Q2	MOU signed with at least 1 province	Pilot units and truck have been acquired



Q3	MOU signed by at least 3 provinces	Signed copies of the MOU
Q4	MOU signed by 5 provinces	Signed copies of MOU

11.13 Indicator title: Full implementation of the initiatives prioritised by Exco in SDIP

Short definition	Full implementation of initiatives prioritised by Exco in the SDIP	
Purpose/importance	Attending provincial quartley meetings to verify the implementation of the SDIP as per approved by Exco	
Source of data collection	The initiatives will be stipulated in the SDIP	
Method of calculations	Total number of calls received dived by a total number of calls logged	
Data limitation	Lack of processes in place to address customer complaints	
Type of indicator	Output	
Calculation type	None	
Reporting cycle	Quarterly	
New indicator	Yes	
Desired performance	MOU signed by all provinces adopting the service delivery improvement plan & implementation of at least 1 SDIP initiative	
Indicator responsibility	Manager: Service Delivery	
2017/18 Annual targets	Implementation of 2 initiatives as identified in the SDIP	
Admissible evidence for the annual target	Minutes of meeting and attendance register	
Admissible evidence for quarterly targets	Quarterly targets	Admissible evidence
Q1	Approval of project plans for the 2 SDIP initiatives by EXCO	Minutes of Exco and project plan
Q2	Achievement of 25% of the milestones as per project plan for the identified initiatives	Project Plan
Q3	Achievement of 75% of the milestones as per project plan for the identified initiatives	Project Plan



Q4	Achievement of 100% of the milestones as per project plan for the identified initiatives	Project Plan
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ANNEXURE B: GLOSSARY

A

AO Accounting Officer

C

CEO Chief Executive Officers

CFO Chief Financial Officer

CPF Card Production Facility

D

DG Director-General

DLCA Driving Licence Card Account

DLTC Driving Licence Testing Centre

DoT Department of Transport

E

EXCO Executive Committee

H

HODs Heads of Departments

I

IPTNs Integrated Public Transport Networks

IRPTNs Integrated Rapid Public Transport Networks

ISO International Standards Organisation

L

LCU Live Capture Unit(s)

LEU Live Enrolment Unit(s)



M

MoU	Memorandum of Understanding
MP	Member of Parliament
MTSF	Medium Term Strategic Framework

N

NDP	National Development Plan
NGP	New Growth Path Framework

S

SABS	South African Bureau of Standards
SADC	Southern African Development Community
SITA	State Information Technology Agency
SOEs	State Owned Entities



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