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Department:  
Roads and Public Works  
NORTHERN CAPE PROVINCE  
REPUBLIC OF SOUTH AFRICA



# Annual Performance Plan

Northern Cape Fleet Management  
Trading Entity

2020/21-2022/23



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## **Executive Authority Statement**

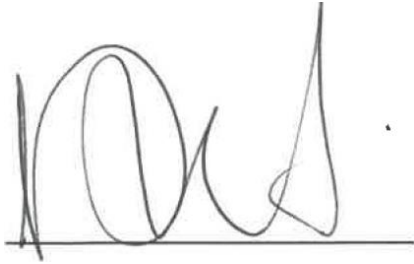
The Northern Cape Fleet Management Trading Entity operates and reports to the Accounting Officer of the Department of Roads and Public Works. All obligations, including Policies, of the Department of Roads and Infrastructure apply to the Northern Cape Fleet Management Trading Entity except those that are specific to the work of the Northern Cape Fleet Management Trading Entity operations, but there are also those policies that might be developed for the Northern Cape Fleet Management Trading Entity which will enhance its work. A Governance Document that regulates the relationship between the two entities (Department of Roads and Infrastructure and Northern Cape Fleet Management Trading Entity) is in place.

The relationship alluded to above emanates from a clear realization by the Northern Cape Government that the then outsourced model was not yielding the desired results in addressing the fleet requirements for the Province. Northern Cape Fleet Management Trading Entity thus became the “vehicle” as the Fleet Management Solution for the entire Province since its inception in 2011, and since then it has grown and is able to execute its mandate diligently.

The Northern Cape Fleet Management Trading Entity has shown a significance growth in fulfilling its core mandate of providing a fleet management solution for the Province despite the fact that the entity is still operating with a skeleton staff, but plans are underway to significantly reverse this situation to this effect processes of increasing its capacity are being implemented. The increase in capacity will go a long way of improving the services the Northern Cape Fleet Management Trading Entity renders to client departments. The fact that the management and staff of the entity are eager to study and implement good practices from other provinces pertaining to fleet management augurs well for the advancement of the Entity.



I, as the Executing Authority fully endorsed this Annual Performance Plan for the financial 2020/2021 and in addition, I would like to provide my assurance that I am committed to its implementation through the professional and practical services by the Northern Cape Fleet Management Trading Entity.

A handwritten signature in black ink, consisting of a series of loops and a final vertical stroke, positioned above a horizontal line.

**Ms. F.B.P. Makatong**

**Member of Executive Council (MEC)**

## **Accounting Officer Statement**

The Northern Cape Fleet Management Trading Entity has significantly positioned itself to fulfill its strategic mandate of providing a reliable, efficient and cost-effective fleet management solution for the entire province of the Northern Cape. The Northern Cape Fleet Management Trading Entity is responsible for the provision of fleet services for both the White Fleet Vehicles that is used by all Provincial Departments, as well as your yellow fleet that is used by the Department of Roads and Infrastructure predominantly in roads construction industry.

The Northern Cape Fleet Management Trading Entity is continuing with it's a rigorous replacement, repairs, maintenance and disposal strategy. This strategy is to enable the turnover of redundant vehicles that passed their useful economic life cycles. The fact that client departments never raised a major crisis of shortage of fleet is inductive of a strategy that is working very well and a demonstration that the model is sustainable.

The main source of income for the Northern Cape Fleet Management Trading Entity remains the rates charged for the Yellow and White Fleet. It's going concern status is thus determined by its ability to recover its debt from client departments with relative success. It is against this backdrop that the entity is continuing improving its debt management by implementing different strategies to this effect.

The Northern Cape Fleet Management Trading Entity is a self-funded business entity within the Department of Roads and Infrastructure operated on a recoverable charge out rate. The rate also has a component built in it to ensure that the fund build up enough reserves to enable it to replace its fleet of road construction and maintenance equipment as and when required. The reserve will also allow the Entity to fund its general operations.

We have implemented certain monitoring mechanisms in order to curb misuse by the introduction of the following:

- Personalized Number plates.
- Tracker system that provides you with exception reports on speeding and could be used to get other useful information.

- Transit Solution/ Absa Bank report that provide the Entity with management and exception reports for all our vehicles.

### **1.1. Capacity constraints**

The entity has over years implemented the organizational structure to build capacity that will ensure the delivery of fleet service to the client departments. A process of reviewing the current structure has begun and we hope to finalize it by the end of 2020/2021 financial year. We have moved to strengthen our workshops by advertising and appointing qualified staff, however this process is ongoing. We are also planning to renovate all our workshops including the provision of proper equipment in order to make them fully operational.

### **2.2. Asset management**

The Entity is managing the white fleet as well as the yellow fleet. Asset registers are kept and updated on a monthly basis. A file is kept with the details of all the vehicles and we are making use of RT46 national contract of which Transit Solution/Standard Bank is the service provider as our maintenance management system for our vehicles.

### **2.3. Progress with financial management improvements**

With the financial systems foundations laid by the Northern Cape Fleet Management Trading Entity, we can confidently state that the Entity is applying standards of GRAP (Generally Recognized Accounting Principles) in preparing their Annual Financial Statements and this is evident in the Auditor General audit outcomes.





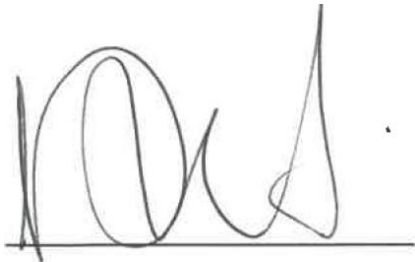
**R. GREWAN**

**ACTING HEAD OF DEPARTMENT**

# Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Reflects policy priorities in line with the National Development Plan, the new Medium Term Strategic Framework and Provincial Growth Development Plan and its provincial Priorities; and
- reflects it's the department's Impact statement, Outcomes, Outputs and Indicators aligned to Priority 1 and 2, 3 and 5 and we plan to achieve our targets between the 2020-2025 financial years; and
- This plan was developed by the management of the Department of Roads & Public Works under the guidance of the Executive Authority, MS. F.B.P. Makatong.

	<b>MR Z MONAKALI</b> <b>CHIEF EXECUTIVE OFFICER</b>
	<b>R. GREWAN</b> <b>ACTING HEAD OF DEPARTMENT</b>
	<b>MS. F.B.P. MAKATONG</b> <b>EXECUTIVE AUTHORITY</b>



**PART A**

**OUR  
MANDATE**



## 1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

- Revised Framework on Strategic Plans and Annual Performance Plans

## 2. UPDATES TO THE INSTITUTIONAL POLICIES AND STRATEGIES

The Northern Cape Fleet Management Trading Entity takes its constitutional mandate from section 76 (4) (b) of the PFMA, unless the context indicate otherwise, a word or expression to which a meaning has been assigned in the act, has the same meaning-” **head of the trading entity**” refer to either.

- a) The accounting officer appointed in terms of section 36(3) (b) of the act;
- b) An official assigned to head the trading entity in terms of section 44(1)(a) of the act

### 2.1. National Development Plan (NDP) 2030

The NDP aims to achieve the following objectives by 2030:

- Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality;
- Encourage citizens to be active in their own development, in strengthening democracy and in holding their government accountable;
- Raising economic growth, promoting exports and making the economy more labour absorbing;
- Focusing on key capabilities of both people and the country;
- Capabilities include skills, infrastructure, social security, strong institutions and partnerships both within the country and with key international partners;
- Building a capable and developmental state; and
- Strong leadership throughout society that work together to solve our problems.

## **2.2. 2019-2024 Medium-Term Strategic Framework (MTSF)**

Government has set out the following seven (7) Priorities with their 5-year implementation and monitoring plan to be undertaken during the 2019-2024 MTSF period and this guide the country towards a positive trajectory to achieve the 2030 NDP vision:

- Capable, Ethical and Developmental State;
- Economic Transformation and Job Creation;
- Education, Skills and Health;
- Consolidating Social Wage through reliable and Quality Basic Services;
- Spatial Integration, Human Settlements and Local Government;
- Social Cohesion and Safer Communities; and
- A Better Africa and World

## **2.3. Provincial Policy Alignment Processes**

The diagram below depicts the provincial processes that have since unfolded towards the review of the PGDP towards its alignment with the seven MTSF 2019-2024 Priorities and development of the Draft Provincial MTSF 2019-2024 that is also the NCPGDP 5 Year Implementation Plan and Monitoring Framework.

## Provincial Processes



### 2.4. Strategies over the 3-year period planning period

2.4.1. The Entity in its planning for the next five years it intends to do the following:

- Policy imperatives that the entity must at all-time ensure that it adheres to (RT 57, 46, 58 and 69) as per the Government Transport Handbook.
- Disposal policy (auction white and yellow fleet).
- National treasury tariff policy (Guide the entity for billing client departments).
- Debt recovery policy.
- Service level agreement.
- Incorporation of provisioning of Ambulances services.
- Incorporation of Member of the Executive Council vehicles.
- Development of a strategy to ensure that filling stations that the Northern Cape Provincial Government uses to fill its fleet its either black owned or it has a 51% BBBEE status.

### **3. Relevant Court Rulings**

N/A

# PART B



**OUR  
STRATEGIC FOCUS**



#### 4. SITUATIONAL ANALYSIS

The Northern Cape Fleet Management Trading Entity continues to provides/renders the following services:

- Provision and distribution of Fuel, repair (Including accidents) and maintenance services using RT46 National Contract with Transit Solutions and Standard Bank as service providers.
- Monitoring fleet location, usage and misuse through tracking device.
- Provision and distribution of utilization reports to client departments.
- Acquiring and disposing of fleet.
- Provision of short term rental solutions to client departments.
- Mechanisms have been development in order to deal with late payments by client departments.

The above services will be provided after having consulted extensively with the different role players in the different categories or sectors. Given the broad positive performance and the recent Internal Audit outcomes of 2018, it can be said that the Northern Cape Fleet Management Trading Entity is in the right track in terms of achieving its broad mandate. The provision of fleet to the Northern Cape Provincial Administration by the Northern Cape Fleet Management Trading Entity is done by following and adhering to prescripts of government. Notwithstanding the above positive trend, the Northern Cape Fleet Management Trading Entity is still facing challenges with client departments not servicing their outstanding debt regularly thus affecting the cash flow of the Northern Cape Fleet Management Trading Entity. The clientele of the Northern Cape Fleet Management Trading Entity remains the same with the twelve provincial departments including the yellow fleet. The special need of the Department of Roads and Public Works regarding the roads building requirement is also made provision for. The Entity operates on the basis of the Service Level Agreement that is signed between the client departments and the Accounting Officer of the Department of Roads and Public Works. The Entity has finalized the new service level agreements and it is currently going through the governance structures. The Entity envisages having a signed Service Level Agreement with all the twelve client departments before the end of the financial year of 2020/2021 also to foster a strong relationship and partnership between the parties.

The Entity will continue to achieve its objective of ensuring that the requests of fleet by client departments are met at all times.

#### **4.1. External Environment analysis**

The entity operates in an environment controlled by the external factors.

The external environment that the Northern Cape Fleet Management Trading Entity operates in is primarily:

- The economic environment which affects the price of goods and services.
- The changing of the legislative and regulatory environment.
- The demand for extra services by the client departments.
- The delays by service providers in providing goods and services.
- The late payments by client departments.
- The market changes within the transport industry.

#### **4.2. Internal Environment Analysis**

The internal Environment of the Northern Cape Fleet Management Trading Entity is mainly controlled by the government prescribes, policies and regulations. The Entity endeavors to always ensure that it does its business through adherence to the above.

The Entity operates with an organizational structure which came into effect in 2014. The structure makes provision for four directorates namely Technical Services which includes Risk Management; Finance Management Services and Corporate Services which includes Client Liaison and Strategic Planning, Monitoring and Evaluation.

The Entity is faced with a challenge of attracting special skills that relates to the work we do. The Current Human Resources is used in various positions just so that the work is done and this is reflected in the positive outcome of the Audits over the past two financial years.

The Entity depends on the Department of Roads and Public Works for its Information Technology needs but it is also busy with the identification of special programmes

that will make the work of the Entity easy. The Entity generates its financial resources through the tariffs and rates it charges to the Client Departments by furnishing them with monthly invoices.

The Northern Cape Fleet Management Trading Entity has achieved its goal of paying the service providers on time except for a very few occasions where the fault was with the services providers and traversal system(BAS) In our day to day work we try our best to ensure that the BBBEE benefit from the procurement budget of the Entity.

The Entity was in the past faced with the challenges of receiving disclaimers from the Auditor General on Performance Information. In the past two financial years the Entity has moved quite considerably by receiving unqualified audit opinion.

# PART C



## MEASURING OUR PERFORMANCE

## 5. INSTITUTIONAL PERFORMANCE INFORMATION

The strategic plan of the department is directly linked to the National Development Plan, MTSF and provincial PGDP Priorities 1, 2, 3 and 5 and will therefore inform the annual performance plans of the department in terms of its MTSF outcomes and outputs to ensure we deliver on the NDP vision of the country and province. The MEC of the department will then each year deliver a budget statement which will support the outputs related to the NDP priorities and these plans will be systematically monitored on an annual and quarterly basis and reported on annually to assess the progress made against the said outcomes. As a part of the legislative requirements, this process will be complied with through all relevant legislative structures such as Legislature, Audit committee, Office of the Premier and Department of Planning, Monitoring and Evaluation (DPME). Furthermore, an internal institutional operational plan will be drawn against these targets to ensure structured mechanisms of delivering on our departmental mandate and all performance agreements will be linked to the operational plans to ensure accountability thereof.

### 5.1. Northern Cape Fleet Management Trading Entity.

**Purpose:** The manage the provincial motor transport and road equipment fleet.

**Programme Outputs:** To provide reliable fleet to all provincial departments through replacement, repairs, maintenance and disposal.

Sub-Programme	Purpose
Technical Services	The provision and administration of all the fleet and road building equipment to client departments
Financial Management Services	To provide financial support services to the core function of the Entity.



## Impact Statement

### Impact Statement

#### Inclusive growth and investment

### 5.1.1. Sub-Programme 1: Technical Services

#### 5.1.1.1. Outcomes, Outputs, Output Indicators and Targets

Outcomes	Outputs	Output Indicators	Audited Performance				Estimated Performance	MTEF Targets		
			2016/17	2017/18	2018/19	2019/20		2020/21	2021/22	2022/23
Increase access to affordable and reliable infrastructure (Priority 2)	Increased access of and efficient fleet to client transport departments	Number of white fleet replaced	100%	21	122	81	60	150	165	
		Number of yellow fleet replaced	New Indicator	New Indicator	New Indicator	New Indicator	20	60	60	
		Number of yellow fleet regularly serviced	1 684	1 548	1 322	704	704	800	880	
		Number of white fleet regularly serviced	New Indicator	New Indicator	1 324	1 450	887	900	950	
		Number of graders for roads maintenance and construction	48	55	53	60	60	60	60	



## 5.1.2. Sub-Programme 2: Financial Management Services

### 5.1.2.1. Outcomes, Outputs, Output Indicators and Targets

Outcomes	Outputs	Output Indicators	Audited Performance			Estimated Performance	MTEF Targets		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Increase access to affordable and reliable transport infrastructure (Priority 2)	Efficient financial support to financial services implemented	Number of invoices issued to client departments	New Indicator	New indicator	156	156	156	156	156
		Percentage of payments processed within 30 days	98%	92%	97%	100%	100%	100%	100%

#### 5.1.2.2. Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Targets	Q1	Q2	Q3	Q4
Number of invoices issued to client departments	156	39	39	39	39
Percentage of payments processed within 30 days	100%	100%	100%	100%	100%

### 6. Explanation of Planned Performance over the Medium-Term Period

The Northern Cape Fleet Management Trading Entity has a mandate of ensuring that it provide fleet services to the entire Northern Cape Provincial Government. Because our business is the provision of fleet to all the government departments in the Northern Cape, we contribute indirectly to all the sectors in as far as the National Development Plan vision 2030 of South Africa is concerned. The Annual Performance Plan 2020/2021 of the Northern Cape Fleet Management Trading Entity will be monitored by using the revised Performance Information Framework of 2019 in the preparation and submission of the Mid-term Assessment Report which is due in two and a half years after the implementation of the Strategic Plan and at the End-term Assessment Report of the Strategic Plan which is due at the end of the five years cycle.

The Northern Cape Fleet Management Trading Entity main mandate is the provision of fleet services through replacements; repairs; maintenance; billing of client departments; payments of services providers and disposals of redundant fleet among st other things. Therefore, the outcome indicators were developed taking into account the work that is done by the Northern Cape Fleet Management Trading Entity to achieve its mandate. After the outcome indicators have been developed all of them are budgeted for and the expenditure is monitored throughout the financial year with the sole intention to ensure that what is budgeted for is spend in accordance with the prescribes and regulations of government.

## 7. Programme Resource Considerations

Operating Budget	Estimated Budget	MTEF Targets		
Item	2019/20	2020/21	2021/22	2022/23
	'000	'000	'000	'000
<b>Revenue</b>	<b>346,953</b>	<b>381,575</b>	<b>419,732</b>	<b>419,732</b>
Sale of goods and Rendering of Services	306,731	337,404	371,144	371,144
Finance lease income	35,304	38,834	42,717	42,717
Finance Income	4,918	5,337	5,871	5,871
<b>Expenditure</b>	<b>274,130</b>	<b>308,417</b>	<b>339,587</b>	<b>382,177</b>
Advertising expenses	39	43	46	51
Bank charges	24	26	29	32
Cleaning	1,577	1,734	1,907	2,097
Consulting fees	4,468	4,914	5,405	5,945
Depreciation	39,048	42,952	47,247	51,971
Employee costs	29,168	32,084	35,292	38,821
Equipment rentals	16	17	19	21
Fuel, Oil and Lubricants (Transport Costs)	90,637	99,700	110,000	120,637
Licensing fees	4,452	4,897	5,387	5,925
Maintenance and Repairs	69,242	76,166	83,783	92,161
Other expenses	26,007	28,607	31,468	43,614
Printing and stationery	6,262	6,888	7,577	8,334
Security	1,304	1,434	1,577	1,734
Telephone	644	708	779	857
Training	171	188	207	228
Transport claims	233	256	282	310
Travel and accommodation	1,583	1,741	1,915	2,106
Uniforms and protective	5	6	6	7

clothing				
Valuation costs	5,495	6,044	6,648	7,312
Water	11	12	13	14
<b>Net profit</b>	<b>72,823</b>	<b>73,158</b>	<b>80,145</b>	<b>37,555</b>
<b>Finance</b>				
Capital	1	1,1	1,21	1,21
<b>White fleet replacement</b>				
Capital set aside	37,338	41,071	45,178	50,000
<b>Yellow fleet replacement</b>				
Capital set aside	32,753	36,028	39,631	45,000
Available Cash	<b>26,818</b>	<b>29,499</b>	<b>32,449</b>	<b>35,693</b>
<b>Receivables</b>	<b>302,229</b>	<b>332,451</b>	<b>365,696</b>	<b>402,266</b>

## 8. Key risks

Outcomes	Key Risks	Risks Mitigation
To provide reliable fleet to all provincial departments through replacement, repairs, maintenance and disposal.	Delays in major repairs; Major breakdowns	Regular technical analyses inspections on graders  Purchases of new plant (yellow fleet)  Refurbishment of old graders (internally)  Disposal of older/redundant plant
	Fuel card fraud	Development of standard operating procedures on fuel cards  Workshop transport officers on the interpretation of the fuel reports  Workshop on code of conduct, whistle blowing and transport policy (Transport Officer)



	Non-payment and late payments by client departments	Stopped replacing cars of client departments, with high outstanding amounts
	High vacancy rate	<p>Management has advertised and continue to filled posts that were approved by Office of the Premier</p> <p>Review of the current organogram</p>



# PART D



## TECHNICAL INDICATOR DESCRIPTION (TID'S)

## 9. Technical Indicators Description

### 9.1. Technical Services

Indicator Title	Number of white fleet replaced
<b>Definition</b>	Replacement of white fleet that has reached either 4 years or 160 000km over are captured in a document called replacement list.
<b>Source of data</b>	Requests from client departments and replacement schedule
<b>Method calculation assessment</b> of /	Quantitative
<b>Means verification</b> of	Book out form Book in form/Request from client department
<b>Assumption</b>	All procured fleet are road worthy
<b>Dis-aggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative (Year- End)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Satisfied Client Department
<b>Indicator responsibility</b>	Director Technical Service

Indicator Title	Number of yellow fleet replaced
<b>Definition</b>	The replacement of yellow fleet to support the roads directorate with availability of fleet for road maintenance purposes
<b>Source of data</b>	Replacement schedule
<b>Method calculation assessment</b> of /	Quantitative
<b>Means verification</b> of	Book out form
<b>Assumption</b>	All procured fleet are road worthy
<b>Disaggregation of beneficiaries (where applicable)</b>	N/A

applicable)	
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative (Year- End)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Satisfied Client
<b>Indicator responsibility</b>	Director Technical Service

<b>Indicator Title</b>	<b>Number of yellow fleet regularly serviced</b>
<b>Definition</b>	The Entity has a responsibility to service its yellow fleet according to its maintenance schedule, in order to ensure that yellow fleet is operating smoothly and not hinder service delivery.
<b>Source of data</b>	Maintenance schedule
<b>Method of calculation assessment</b>	Quantitative
<b>Means of verification</b>	Transit solution report
<b>Assumption</b>	Serviced fleet is road worthy
<b>Dis-aggregation of beneficiaries (where applicable)</b>	Ensuring implementation of designated groups in our procurement repairs and maintenance
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative (Year- End)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	To ensure reliable and roadworthy fleet
<b>Indicator responsibility</b>	Director Technical Service

Indicator Title	Number of white fleet regularly serviced	
Definition	Entity have a duty or responsibility to service its white fleet according to its maintenance schedule, in order to ensure that white fleet is operating smoothly and does not hinder service delivery.	
Source of data	maintenance schedule	
Method of calculation / assessment	of	Quantitative
Means of verification	of	Transit solution report
Assumption	Serviced fleet is road worthy	
Dis-aggregation of beneficiaries (where applicable)	Ensuring implementation of designated groups in our procurement repairs and maintenance	
Spatial Transformation	N/A	
Calculation type	Cumulative (Year- End)	
Reporting cycle	Quarterly	
Desired performance	To ensure reliable and roadworthy fleet	
Indicator responsibility	Director Technical Service	

Indicator Title	Number of graders for roads maintenance and construction	
Definition	To ensure that enough graders available daily for the roads directorate to maintain gravel roads.	
Source of data	Roads weekly schedule	
Method of calculation / assessment	of	Quantitative
Means of verification	of	Signed weekly reports
Assumption	Northern Cape gravel roads are maintained	
Dis-aggregation of beneficiaries (where applicable)	N/A	
Spatial Transformation	N/A	
Calculation type	Cumulative (Year- End)	

<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Roads Directorate have sufficient graders to maintain the gravel Roads
<b>Indicator responsibility</b>	Director Technical Service

<b>Indicator Title</b>	<b>Number of auctions conducted</b>
<b>Definition</b>	The need for disposal of all redundant fleet is undertaken the Entity.
<b>Source of data</b>	Proposed disposal list
<b>Method of calculation / assessment</b>	Quantitative
<b>Means of verification</b>	Signed Disposal letter by the Accounting Officer Final list of vehicles auctioned and auctioneer final invoice)
<b>Assumption</b>	Redundant fleet is disposed
<b>Dis-aggregation of beneficiaries (where applicable)</b>	N/A
<b>Spatial Transformation</b>	N/A
<b>Calculation type</b>	Cumulative (Year- End)
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	To generate revenue and dispose redundant fleet
<b>Indicator responsibility</b>	Director Technical Service

## 9.2. Financial Management Services

Indicator Title		Number of invoices issued to client departments
Definition		Northern Cape Fleet Management Trading entity have the responsibility to provide white fleet to client departments and charge them for using the white fleet and yellow fleet.
Source of data		Debtors list
Method calculation assessment	of /	Quantitative
Means verification	of	Invoices E-mails send out to client departments & Department of Public Works and Infrastructure (Roads directorate)
Assumption		client departments are paying their invoices on time
Dis-aggregation of beneficiaries (where applicable)		N/A
Spatial Transformation		N/A
Calculation type		Cumulative (Year- End)
Reporting cycle		Quarterly
Desired performance		client departments are paying their invoices on time
Indicator responsibility		Director Finance

Indicator Title		Percentage of payments processed within 30 days
Definition		The payments of invoices to service providers within 30 days
Source of data		Payments
Method calculation assessment	of /	Quantitative
Means verification	of	Bas payments register
Assumption		All payments are captured on BAS
Dis-aggregation of beneficiaries (where applicable)		N/A
Spatial		N/A



<b>Transformation</b>	
<b>Calculation type</b>	Cumulative (Year- End)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All payments are made within 30 days
<b>Indicator responsibility</b>	Director Finance



<b>Transformation</b>	
<b>Calculation type</b>	Cumulative (Year- End)
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All payments are made within 30 days
<b>Indicator responsibility</b>	Director Finance

# NOTES

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