DRIVING LICENCE CARD ACCOUNT

transport

Department:
Transport
REPUBLIC OF SOUTH AFRICA

A trading entity of the Department of Transport

ANNUAL

PERFORMANCE PLAN

2026 / 27

DRIVING LICENCE CARD ACCOUNT TRADING ENTITY

ANNUAL PERFORMANCE PLAN 2026 / 27

The 2026/27 Annual Performance Plan for the Driving Licence Card Account is compiled with the latest available information from the entity and other sources. Some of this information is unaudited or subject to revision.

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FOREWORD BY EXECUTIVE AUTHORITY

The 2026-2027 financial year marks the midway point of the 2024 – 2029 Medium Term Development Plan (MTDP). During this period we will be able to gauge the Department of Transport and its entities' progress in achieving the three apex priorities of the Seventh Administration, namely: inclusive economic growth and job creation, maintaining and optimising the social wage, and building a capable, ethical, and developmental state.

The Department of Transport and its entities play a crucial role in advancing these priorities by facilitating the efficient movement of goods and people, strengthening our logistics sector, and enhancing transport infrastructure. To revitalise the transport and logistics sector and support economic recovery, the Department has set ambitious targets for 2030, including:

- Increasing annual freight volumes on the Transnet rail network to 250 million tonnes.
- Doubling crane moves per hour at ports from 16 to 30.
- Increasing the number of annual passenger rail trips to 600 million.
- Handling 1.5 million tonnes of airfreight and over 42 million passengers through South African airports.
- Reducing the annual number of road fatalities by half.

The Driving Licence Card 2026-2027 Annual Performance Plan details how the entity intends to provide the South African public with high-quality drivers licence cards printed efficiently and within manageable timeframes.

These aims will be achieved through: addressing backlogs and producing driving licence cards within an average of 21 working days; resolving cyber security vulnerabilities; attending to customer complaints timeously; and mitigating risk to the Account by sourcing spare parts and monitoring stock.

The objectives included in these focus areas are aligned with the MTDP goal of creating a capable, ethical and developmental state.

The entity will achieve these goals through fostering a culture of accountability, ethical decision-making, upholding public trust, filling vacancies and improving audit outcomes.

I hereby present the Driving Licence Card Annual Performance Plan for the 2026-2027 financial year.

MS. B.D. CREECY, MP
Minister of Transport

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; Ms. Barbara Creecy, MP
- Considers 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 that the Driving Licence Card Account Trading Entity will endeavour to achieve over the 2026/27 fiscal year.

Makgatho JS.

Adv. Johannes Makgatho

Acting Head of Entity

Signature ____________________

Mr. Mokonyama Mathabatha

Acting Director-General: Department of Transport

Signature ____________________

Ms. B.D Creecy, MP

Minister of Transport

Signature ____________________

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PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

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

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

2. LEGISLATIVE AND POLICY MANDATES

National Road Traffic Act 93 of 1996, Sections 12 to 24 read together with regulations 99 to 127 stipulates that no person shall drive a motor vehicle on a public road without a 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 center and card production facility when issuing the driving licence and the payment of card production fees.

In 2007, the 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.

Protection of Personal Information (Act No. 4 of 2013), sets out the minimum standards regarding assessing and processing of any personal information belonging to another. The Act defines 'Processing" as collecting, retrieving, recording, organising, retrieving, or the use or destruction, or sharing of any such information).

National Development Plan Vision 2030, a long-term vision and plan for the country that aims to eliminate poverty and reduce inequality by 2030.

Framework on Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing, 2018, a public policy tool that analyses central and local administrative budgets to assess gender funding gaps, identify actions to close them, and ensure that national and local commitments to gender equality and women's empowerment are adequately funded.

Beijing Declaration and Platform for Action, 1995, an agenda for women's empowerment and is considered the key global policy document on gender equality.

Employment Equity Act 1998 (No 55 of 1998), to ensure that everyone enjoys equal opportunity and fair treatment in the workplace.

National Strategic Plan on Gender-Based Violence and Femicide, 2020, a long-term vision and plan for the country that aims to eliminate poverty and reduce inequality by 2030. The NSP aims to provide a multi-sectoral, coherent strategic policy and programming framework to strengthen a coordinated national response to the crisis of gender-based violence and femicide by the government of South Africa and the country as a whole.

National Development Plan Vision 2030 is a long-term vision and plan for the country that aims to eliminate poverty and reduce inequality by 2030.

Sustainable Development Goals, to achieve basic levels of goods and services for all, better redistribution of wealth and resources is the blueprint to achieve a better and more sustainable future for all.

Gender Equality Strategic Framework, 2015, is aimed at achieving women's empowerment and gender equality in the workplace. Ensure a better quality of life for all women through improved and accelerated service delivery by the Public Service.

Handbook on Reasonable Accommodation of Employees with Disabilities in the Public Service, 2007, to guide implementation of reasonable accommodation measures to uphold, support, and promote the rights of persons with disabilities.

United Nations Convention on the Rights of Persons with Disabilities, to promote, protect, and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity.

Job Access Strategic Framework, 2006, to transform the Public Sector to be inclusive of people with disabilities. It aims to promote social justice.

White Paper on the Rights of Persons with Disabilities, advocates for transforming the health system to improve the lives of disabled people by for instance removing communication and information barriers, reducing costs associated with care, and skilled health personnel to provide equitable services to persons with disabilities.

National Youth Policy 2015 – 2020, is developed for all young people in South Africa, with a focus on redressing the wrongs of the past and addressing the specific challenges and immediate needs of the country's youth.

3. INSTITUTIONAL POLICIES AND STRATEGIES

POLICY / STRATEGY / PLAN	PURPOSE
Digital Strategy	Digital strategy involves leveraging digital technologies to allow the DLCA to achieve its business goals and improve service delivery.
ICT Strategy	The ICT Strategy plays a key role in establishing an integrated ICT Management Framework, positioning ICT as a vital enabler for the strategic delivery of services. It lays the groundwork for a supportive ICT environment and ensures that the Entity’s behaviour is aligned with its mandate.
Risk Management Strategy	The Risk Management Strategy is developed to provide an effective risk management framework that is designed to promote a standard approach to enterprise risk management at the DLCA and to ensure that all risks that could affect our people, reputation, business processes and systems, financial and environmental performance are identified, assessed and mitigated to an acceptable level and within risk appetite levels.
Combined Assurance Framework	The Combined Assurance Policy Framework aims to inform, in a simple manner, on the effectiveness of assurance providers and to create confidence in the assurance provided over key Entity’s risks.
Stakeholder Engagement Framework	This framework outlines the principles that guide our stakeholder engagement and seeks to create shared expectations of how we can collaborate with new and existing stakeholders over the next five years. DLCA is committed to a two-way open communication

POLICY / STRATEGY / PLAN	PURPOSE
	that involves listening to our stakeholders, keeping them informed and being clear about how their contributions are being used.

4. RELEVANT COURT RULINGS

On 6 January 2026, the Gauteng North High Court declared that the tender was irregular, invalid, unlawful and unenforceable and as such:

a. The tender has been set aside by the court.
b. The Department has been ordered to re-advertise the tender within 30 days.
c. Pending the appointment of a successful service provider under the re-advertised tender, the Department has also been allowed by the court to outsource the services of printing and issuing of driving license (cards) to the Department of Home Affairs.

PART B: OUR STRATEGIC FOCUS

5. VISION, MISSION AND VALUES

5.1 Vision

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

5.2 Mission

5.2.1 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

5.3 Values

Values	Principles
People-Centered	We are here to serve you our customers. Our people are our enduring advantage. Their caliber, passion, and commitment set 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 behavior, 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.

6. SITUATIONAL ANALYSIS

6.1 Institution's strategic focus

- The DLCA is in a process of re-invention in a journey of repositioning as part of the transport ecosystem. In line with the overall strategy of the Department of Transport, the DLCA priorities will include:

6.1.1 Repositioning the DLCA

6.1.1.1 As part of the Department of Transport's broader strategy to improve efficiencies across the transport landscape, the DLCA is set to undergo a structural repositioning. This will see the DLCA, together with the Road Traffic Infringement Agency (RTIA), being incorporated into the Road Traffic Management Corporation (RTMC). The intention behind this integration is to streamline functions, reduce duplication, and strengthen coordination within the road traffic management environment. The incorporation process will be led and managed by the Department of Transport, with due consideration given to legislative, governance, and operational implications to ensure a smooth transition.

6.1.2 Capacitating the Organisation

6.1.2.1 Over the past three years, the DLCA has been affected by an organisational rationalisation process, which resulted in a number of employees leaving the entity. The uncertainty associated with this process contributed to several funded posts remaining vacant, placing strain on operational capacity. To mitigate this, the DLCA has, where possible, sourced personnel from the Department of Transport on a secondment basis. While this has provided short-term operational relief, it is not a sustainable long-term solution. There is a critical need to appoint permanent staff to capacitate the organisation, restore institutional knowledge, and provide operational stability. Focus will be placed on filling key leadership and operational roles, particularly the appointment of the Head of Entity, along with other identified critical posts necessary to support business continuity and performance.

6.1.3 Possible Policy Changes

6.1.3.1 There is an emerging policy directive to extend the validity period of the driving licence card from the current five years to eight years. This proposed change forms part of broader efforts within the transport sector to enhance administrative efficiency, reduce the frequency of renewals for motorists, and alleviate service demand pressures within the licensing system.

6.1.3.2 While the policy shift may yield operational benefits at a system-wide level, it is likely to have material implications for the financial sustainability of the organisation. An extended validity period would reduce the volume of card renewals processed over a given cycle, which in turn may impact revenue flows that are linked to card production and issuance.

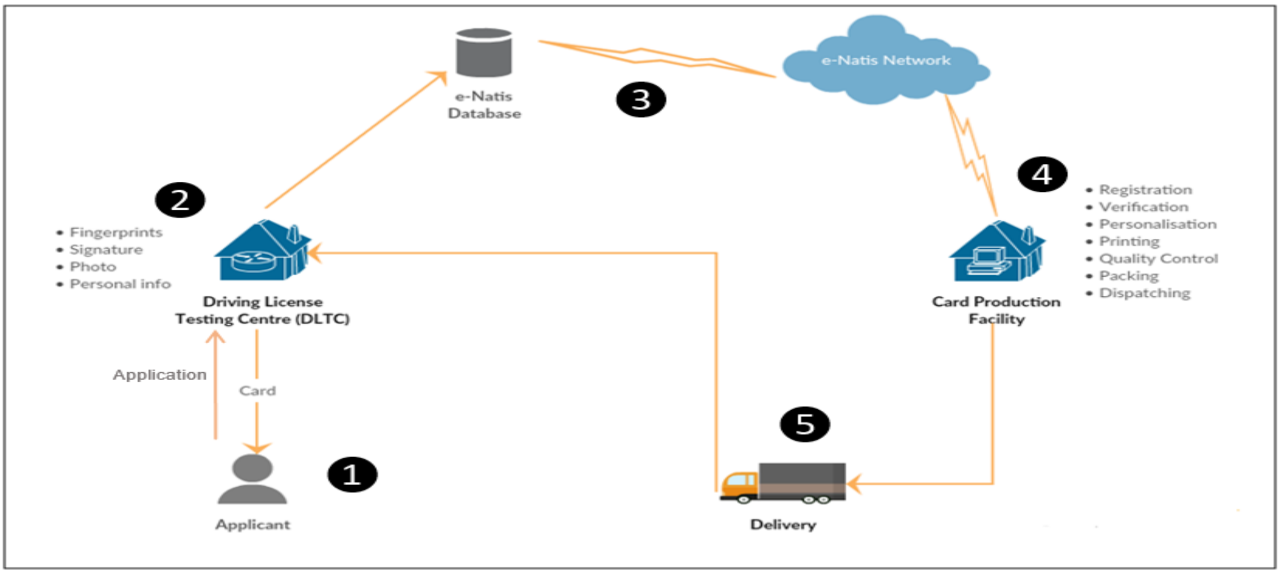
6.1.3.3 The policy development process is still underway and is being led by the Department of Transport (DoT), including the necessary regulatory reviews, stakeholder consultations, and impact assessments. The organisation will continue to monitor these developments closely and assess the potential operational and financial implications, in order to ensure that appropriate mitigation and adaptation strategies are put in place should the policy be implemented

6.1.4 Improved Production Environment

6.1.4.1 With the legal case regarding the procurement process now concluded, the DLCA can move forward with renewed focus on acquiring a new production environment (production machine and related equipment). This procurement is central to modernising the production environment, improving reliability, and enhancing overall turnaround times. In the interim, the DLCA has taken proactive steps to safeguard continuity of production by signing a Memorandum of Agreement (MOA) with the Government Printing Works (GPW). This arrangement provides a contingency solution, enabling GPW to produce the current driving licence cards in the event of a machine breakdown, thereby reducing the risk of future backlogs and service disruptions.

6.2 Card Production Ecosystem

6.2.1 The card production values chain or ecosystem involves three (3) major players, namely the Driving Licence Testing Centre (DLTC), the Road Traffic Management Corporation (RTMC), and the DLCA.



1. Applicant goes to the DLTC to apply or renew a licence.
2. DLTC captures enrolment information.
3. Data is transferred overnight via eNatis to production facility.
4. Cards are produced at the production facility.
5. Cards are delivered back to the DLTC.

Figure 1: DLCA Production Overview Process

6.2.2 Province / Municipality / DLTC - The DLTCs are managed by the Provinces or municipalities and are responsible for dealing with the public. The DLTCs must comply with the regulations as set out by the National Department of Transport.

6.2.3 RTMC - RTMC is responsible for providing the network on which data and information are transmitted from the DLTCs to the DLCA. If the network is down for whatever reason, the whole process will be impacted.

6.2.4 DLCA - DLCA, as a trading entity of the National Department of Transport, is responsible for the production of driving licence cards.

6.2.4.1 The success of the driving licence card environment is reliant on all role players being in sync/ alignment with each to ensure that the quality of service along the value chain is the same or improved.

6.3 External Environment Analysis

STRENGTH	▪ Qualified staff with expertise and expertise in card production. ▪ Committed and passionate staff members ▪ Support of the National department ▪ Strong stakeholder relationships and network
WEAKNESSES	▪ Lack of integrated communication with other transport entities which affects stakeholder engagements. ▪ The current organizational structure does not support the delivery of the production function. ▪ The current technology is obsolete and hampers the ability to deliver its mandate efficiently and effectively. ▪ Lack of leadership stability ▪ Inadequate skills development of existing personnel due to current capacity constraints ▪ Inadequate human resources capacity to support the effective functioning of the entity. ▪ Insufficient disaster recovery and business continuity
OPPORTUNITIES	▪ The adoption of digital technology to enhance the turnaround time for the production of cards. ▪ The use of digital technology such as online and mobile services to provide improved customer service experience. ▪ Secondment of resources from other entities to address the capacity constraints. ▪ Collaboration with other entities to address the card production challenges. ▪ Production of other similar cards in the transport space.

THREATS	▪ Lack of clarify on the position of the DLCA within the Transport sector. ▪ Disruption to production of driving licence cards due to unforeseen circumstances ▪ Breakdown of the card production machine ▪ Fraud and corruption ▪ Cyber-security threats ▪ Competition from other entities “encroaching” on DLCA territory ▪ Extension of the validity period of the driving licence card.

6.4 Internal Environment Analysis

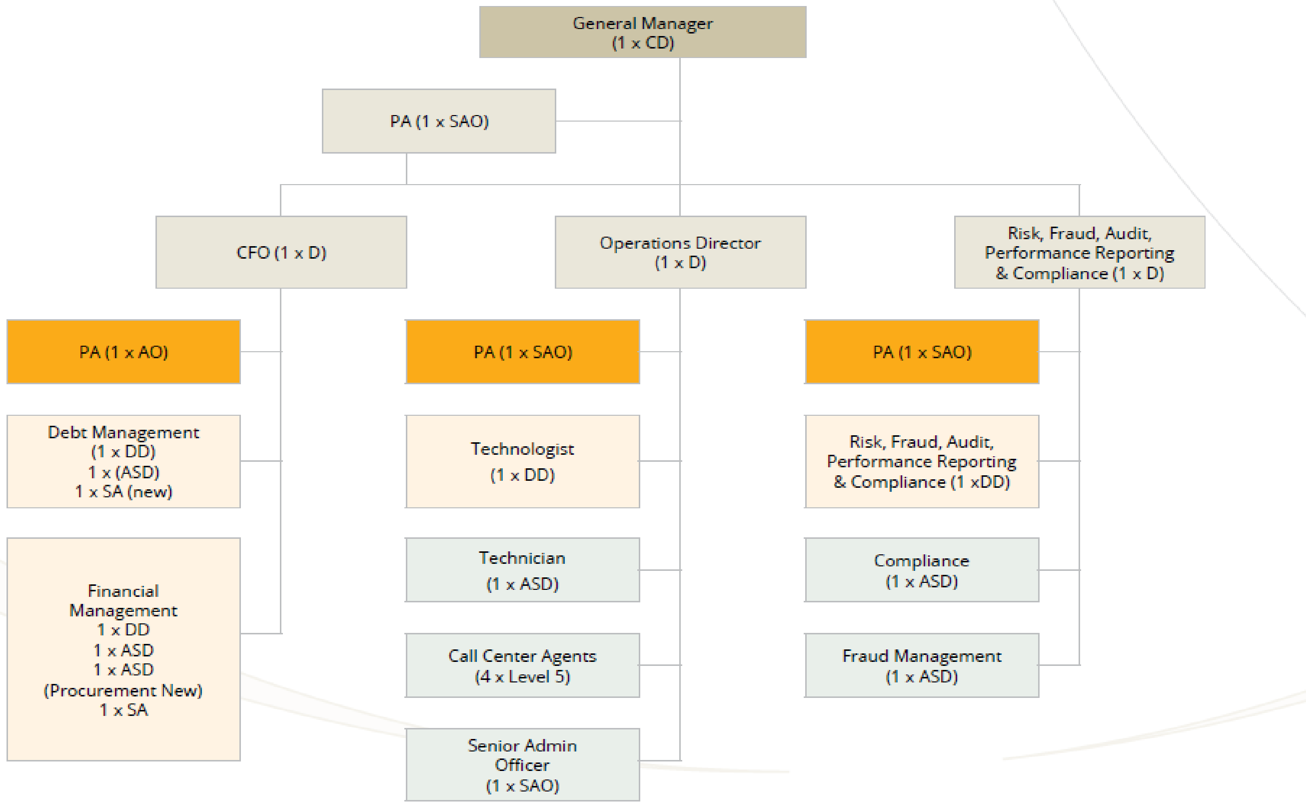


Figure 2: DLCA Organisational Structure

6.4.1 This structure represents the DLCA organisational framework approved in 2014, however, it did not cater for key functional areas such as Production and Infrastructure, Corporate Services (including human resource functions), and Service Delivery, which were identified following the DLCA's assumption of responsibility for the card production facility in May 2015.

6.4.2 The Department of Transport has since initiated a restructuring process that is expected to impact the DLCA's organisational structure. In addition, there are plans to revisit the rationalisation process, which may result in the DLCA or some of its functions being transferred to the Road Traffic Management Corporation (RTMC).

6.5.1 Financial Health

6.5.1.1 The Entity generates its revenue from fees recovered from the manufacturing of driving licence cards. The solvent assessment reflects that the DLCA is to meet its long-term commitments. In the 2024/25 financial year, the total assets exceeded total liabilities by R432.6million. The total assets were reflected at R523.2 million and the total liabilities were reflected at R90.6 million.

6.5.1.2 The liquidity assessment reflects that the DLCA can pay its short-term obligations. The current ratio which measures the Entity's ability to pay off its short-term liabilities with its current assets as of 31 March 2025 was 2.5:1; this is above the industry norm of 2:1.

6.5.2 Future outlook

6.5.2.1 The financial performance is expected to improve with an expected increase in the number of new driving licence card orders in 2026/27 The expected increase in revenue and its full collection from DLTCs will be critical for the DLCA's financial sustainability as it is expected to fund its capital projects including the acquisition of the new card machine from that revenue.

6.5.2.2 The DLCA has applied in compliance with PFMA and Treasury Regulations for the retention of the surplus funds, these funds are expected to be directed towards the funding of the turnkey solution for the implementation of the new card design over a period of 5 years.

6.5.3 Digital Enablement - Smart Enrolment

6.5.3.1 The digital enablement strategy involves the addition of a digital layer to existing business touchpoints to drive efficiencies and improve experiences. For the DLCA, this digital layer will focus on the collection of enrolment data appearing on the driving license card. Dubbed Smart Enrolment, the project objective is to use digital technology to allow for the collection of enrolment data through multiple channels.

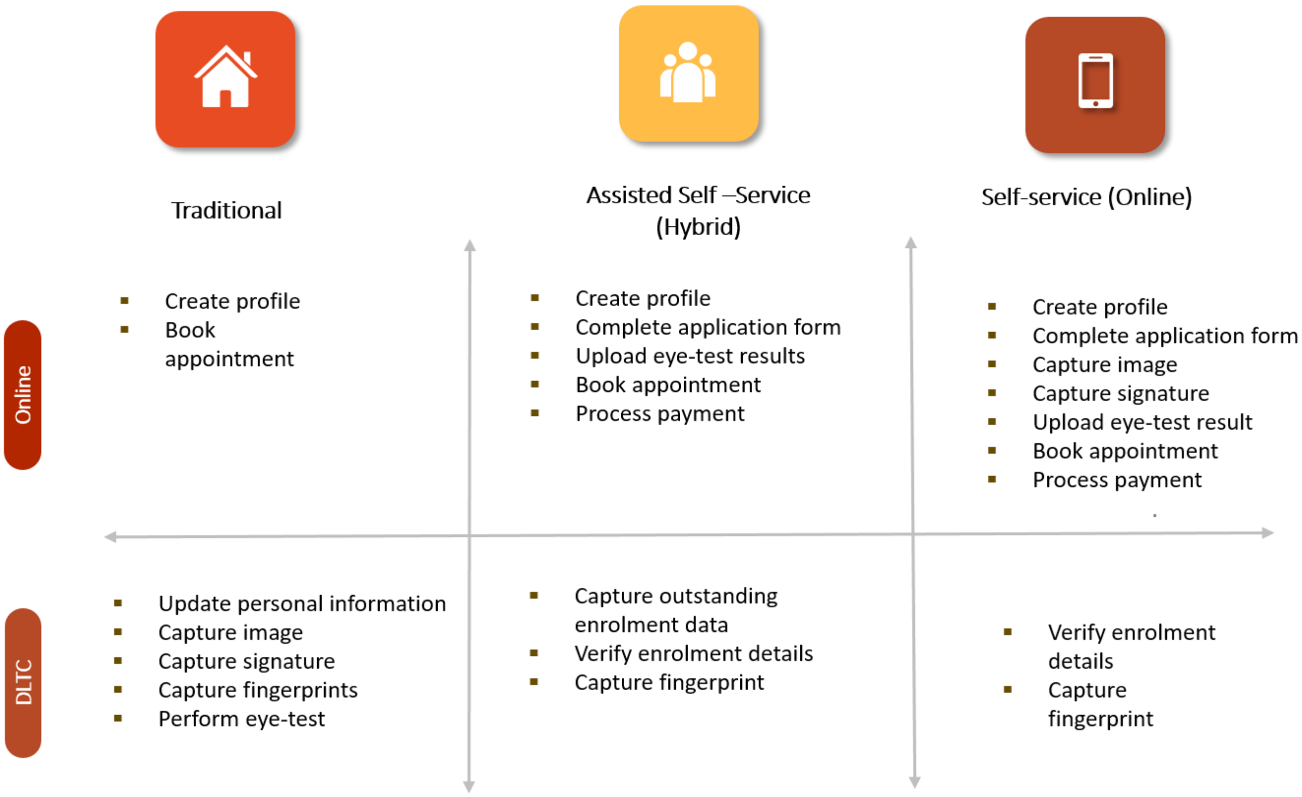


Figure 3: SEU Options

6.5.3.2 These channels include the online renewal of driving license cards which will involve seamless integration with NaTIS and other identity-related systems. The benefits of the project are the integration with the Department of Home Affairs (DHA) for the verification of motorists and improvement in the transfer of data.

6.5.3.3 Since roll-out in 2023/24, 515 SEUs have been deployed in all 9 provinces. It is estimated that all 1,200 units procured for the project will be completely rolled out by 31 March 2027.

6.5.4 Digital Transformation – New Driving Licence Card

6.5.4.1 The new driving licence card design was approved in August 2022. The entity commenced with the process for the acquisition of the equipment and related infrastructure. The new card project will allow the DLCA to adopt digital technologies that will enable the automation of processes and provide some agility with a focus on delivering services efficiently and promptly. The new production infrastructure will not only enhance service delivery and turnaround times, but will also provide the foundation and capability to produce other types of security cards, thus positioning DLCA as the trusted leader in the provision of authentic, secure, and quality cards.

6.5.4.2 The project is the foundation of the digital driving licence which can be accessed on a mobile device.

6.5.5 DLCA Risk Statement

6.5.5.1 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.

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

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

6.5.6 Interventions related to women, youth & people with disabilities

6.5.6.1 To date, the DLCA has not implemented a program focused exclusively on women, youth, and people with disabilities. Moving forward, the interventions related to women, youth, and people with disabilities will be addressed as part of the B-BBEE strategy.

7. EXPENDITURE ANALYSIS

Description	Audited Outcome	Audited Outcome	Audited Outcome	Approved Budget	Medium Term, Estimates R 000		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	R 000	R 000	R 000	R 000	R 000	R 000	R 000
Revenue							
Administration fees	15	-	787	27	28	29	30
Sales of cards	182 284	266 951	222 174	232 038	313 904	314 229	322 897
Interest received	10 653	18 081	18 350	11 837	7 411	7 782	8 171
Transfers received	-	-	-	-	-	-	-
Total revenue	**192 952**	**285 032**	**241 311**	**243 902**	**321 343**	**322 040**	**331 098**
Expenses							
Compensation of employees	18 692	22 758	22 040	44 342	49 990	53 765	57 239
Goods and services	103 642	149 475	142 527	187 071	285 785	214 416	218 677
Depreciation	31 736	31 262	26 778	77 489	43 500	43 500	45 675
Total Expenses	**154 070**	**203 495**	**191 345**	**308 902**	**379 275**	**311 681**	**321 591**
Surplus / (Deficit)	**38 882**	**81 537**	**49 966**	**- 65 000**	**- 57 932**	**10 359**	**9 507**

PART C: MEASURING OUR PERFORMANCE

8. DRIVING LICENCE CARD ACCOUNT PROGRAMME PERFORMANCE INFORMATION

8.1. Programme 01: Administration

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

8.1.1 Sub-Programme 1: Corporate Services

NDP Pillars	NDP Pillar 3. Economy and Employment NDP Pillar 5. Ensuring environmental sustainability and an equitable transition to a low-carbon economy NDP Pillar 9. Improving education, training, and innovation
MTDP Priority	Priority 1 – Drive inclusive economic growth and job creation Priority 2 – Reduce poverty and tackle the high cost of living
MTDP Outcomes	• Increased employment and work opportunities • Increased infrastructure investment, access, and efficiency • Economic transformation and equitable inclusion of women, youth, and persons with disabilities for a just society • Strengthen national human capital resilience to mitigate the impacts of global and domestic economic changes • Social cohesion and nation building

Sub-program 1: Outcomes, outputs, performance indicator, and targets

Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Safer Transport Systems									
Improved transport safety and security	Vacancy rate reduced	Percentage reduction in vacancy rate	No vacancies were filled as per the approved structure	No vacancies were filled as per the approved structure	N/A	Reduce vacancy rate to 50% upon approved organisational structure	Reduce vacancy rate to 50%	Reduce vacancy rate to 30%	Reduce vacancy rate to 10%
	Percentage of employees trained	Percentage of employees trained	0% of employees trained	11% of employees trained	N/A	50% of employees trained	60% of employees trained	70% of employees trained	80% of employees trained

Sub-Programme 1: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Safer Transport Systems					
Percentage reduction in vacancy rate	**Reduce vacancy rate to 50%**	Approval to advertise the posts	Advertisement of posts	Interviews conducted	Vacancy rate reduced to 50%
Percentage of employees trained	**60% of employees to be trained**	Training plan approved.	20% of employees trained	40% of employees trained	60% of employees trained

8.1.2 Sub-Programme 2: Office of the Chief Financial Officer

NDP Pillars	NDP Pillar 13: Building a capable and developmental state NDP Pillar 14: Fighting corruption
MTDP Priority	Priority 3 – Build a capable, ethical, and developmental state
MTDP Outcomes	• Improved governance and performance of public entities • An ethical, capable, and professional public service • Mainstreaming of gender, empowerment of youth and persons with disabilities

Sub-Programme 2: Outcomes, outputs, performance indicator, and targets

Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Fighting Corruption, Promoting Integrity and Compliance to Legislation									
Improved governance and strengthened control environment	Unqualified Audit opinion	Percentage implementation of post external audit action plans	An unqualified audit opinion with material findings on non-compliance.	A qualified audit opinion with material findings.		Unqualified audit opinion	100% implementation of post external audit action plans to address AGSA audit findings	100% implementation of post external audit action plans to address AGSA audit findings	100% implementation of post external audit action plans to address AGSA audit findings

Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Improved debt collection strategies	Percentage of outstanding debt collected	N/A	90% revenue collection from all outstanding debt	89% revenue collection from all outstanding debt	85% of all outstanding debt collected	85% of all outstanding debt collected	85% of all outstanding debt collected	85% of all outstanding debt collected
	Compliance with the 30-day payment requirement	Percentage compliance to 30-day payment requirement	98% of all invoices were paid within 30 days.	98% of all invoices were paid within 30 days.	98% of all invoices were paid within 30 days.	100% compliance with the 30-day payment requirement	100% compliance with the 30-day payment requirement	100% compliance with the 30-day payment requirement	100% compliance with the 30-day payment requirement

Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Fighting Corruption and Promoting Integrity					
Percentage implementation of post external audit action plans	100% implementation of post external audit action plans to address AGSA audit findings	-	Develop the action plan to address audit finding from 2025/26 audit	40% of audit findings from the 2025/26 audit action plan completely addressed	100% of audit findings from the 2025/26 audit action plan completely addressed
Percentage of outstanding debt collected	85% of all outstanding debt collected	85% of all outstanding debt collected excluding the last month of the quarter	85% of all outstanding debt collected excluding the last month of the quarter	85% of all outstanding debt collected excluding the last month of the quarter	85% of all outstanding debt collected excluding the last month of the quarter
Percentage compliance to 30-day payment requirement	100% of valid invoices paid within 30-days	100% of valid invoices paid within 30-days	100% of valid invoices paid within 30-days	100% of valid invoices paid within 30-days	100% of valid invoices paid within 30-days

8.1.3 Sub-Programme 3: Risk and Governance

NDP Pillars	NDP Pillar 13: Building a capable and developmental state. NDP Pillar 14: Fighting corruption.
MTDP Priority	Priority 3 – Build a capable, ethical, and developmental state
MTDP Outcomes	• Improved governance and performance of public entities • An ethical, capable, and professional public service

Sub-Programme 3: Outcomes, outputs, performance indicator, and targets

Performance Outcome	**Output**	**Output Indicator**	**Annual Targets**						
			Audited / Actual Performance			**Estimated Performance**	**MTEF Period**		
			2022/23	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
Fighting Corruption, Promoting Integrity and Compliance to Legislation									
Improved governance and strengthened control environment	Approved annual performance plan	Annual performance plan approved by the Executive Authority	Approved 2022/2023 annual performance plan	Approved 2023/2024 annual performance plan	Approved 2024/2025 annual performance plan	Approved 2026/2027 annual performance plan	Approved 2027/2028 annual performance plan	Approved 2028/2029 annual performance plan	Approved 2029/2030 annual performance plan

Sub-Programme 3: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Compliance to Legislation					
Annual Performance Plan approved by Executive Authority	Approved 2026/27 annual performance plan	-	1st draft of the 2026/27 annual performance plan	2nd draft of the 2026/27 annual performance plan	Approved 2026/27 annual performance plan

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

Vacancy rate - The current approved structure did not take into consideration the entity's take-over of the production of driving license cards, it was approved at the time when the DLCA played a project management role over card production function, it is therefore imperative that the vacancy rate is addressed. Currently, the vacancy rate which is calculated based on the 2014 approved structure is sitting at 76%.

Implementation of action plans to address audit findings will contribute towards fighting corruption and promoting integrity that enables DLCA to be a trusted leader in the production of driving license cards in South Africa and ensure compliance with corporate governance's best practices and principles. The DLCA's Strategic Plan (2025 – 2030) and DLCA Annual Performance Plan 2026/27 are geared towards improved service delivery in line with the government transport sector's strategic outcome.

Programme - Administration: Updated Key Risks

Output Indicator	Key Risk	Description	Risk Mitigation
Percentage reduction in vacancy rate	a. Inadequate human resource capacity b. Inability to fill vacancies due to national directives	Lack of skills, knowledge, and capabilities to deliver on the strategic outcomes of the entity, implement and support infrastructure	b. Capacitate the entity in line with the Organizational structure. c. Develop and approve retention strategy d. Ensure that employees attend the relevant training. Secondments from other institutions to be considered.
Percentage of employees trained	Non-availability of suitable and accredited service providers		
Percentage implementation of post external audit action plans	The inability to address audit findings	Poor implementation of audit actions plans due to the following:	a. Appointment of a permanent CEO b. Training of resources c. Utilisation of service providers to address gaps in capacity d. Weekly follow-up sessions to be organised to monitor implementation
Percentage of outstanding debt collected	Non-collection of outstanding debt.	Non-collection of debts due to the following: a. Lack of payment by DLTCs due to their internal operations (e.g. change of management, etc.) b. Disputes between parties	a. Payment arrangement to be made with DLTCs b. Dispute resolution mechanisms to be put in place as part of the Service Level Agreements

Output Indicator	Key Risk	Description	Risk Mitigation
Percentage compliance with the 30-day payment requirement	Non-compliance with applicable legislation	Lack of compliance with relevant prescripts	Development of an invoice/payment register to keep track of invoice/payment due dates.
Annual performance plan approved by Executive Authority	a. Non submission of the strategic and annual performance plans. b. Inability to measure progress	Non-compliance with reporting legislation	a. Capacitate the entity to ensure the submission of the plans. b. Engage the DG for intervention

8.2. Programme 02: Production

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

NDP Pillars	NDP Pillar 13: Building a capable and developmental state.
MTDP Priority	Priority 3 – Build a capable, ethical and development state.
MTDP Outcomes	Digital transformation across the state

Outcomes, outputs, performance indicators and targets

Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance			Estimated Performance 2025/26	MTEF Period		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Safer Transport Systems									
Improved transport safety and security	Produced driving licence cards	Average number of working days taken to produce driving licence cards	23 working days	22 working days	19 working days	Produce driving licence cards within an average of 21 working days	Produce driving licence cards within an average of 21 working days	Produce driving licence cards within an average of 14 working days	Produce driving licence cards within an average of 7 working days

Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance			Estimated Performance 2025/26	MTEF Period		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
	Produced Driving Licence cards	Number of driving licence cards produced	3 423 977 cards produced annually	2 805 737 cards produced annually	2 395 798 cards produced annually .	2 700 000 cards produced annually	2 600 000 cards produced annually	2 700 000 cards produced annually	2 700 000 cards produced annually
Innovation									
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	98% cards delivered in 7 working days	95% cards delivered in 7 working days	98% of cards delivered within 7 working days	98% of cards delivered within 7 working days	95% of cards delivered within 7 working days	98% of cards delivered within 7 working days	95% of cards delivered within 5 working days

Programme 02 – Production: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Safer Transport Systems					
Average number of working days taken to produce driving licence cards	Driving licence cards produced within an average of 21 working days	Driving licence cards produced within an average of 21 working days	Driving licence cards produced within an average of 21 working days	Driving licence cards produced within an average of 21 working days	Driving licence cards produced within an average of 21 working days
Number of driving licence cards produced	2 600 000 cards produced annually	650 000 cards produced annually	1 300 000 cards produced annually	1 950 000 cards produced annually	2 600 000 cards produced annually
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

Programme 02 - Production: Explanation of planned performance over the medium-term period

The DLCA had planned to commence with the implementation of the new driving licence card, following Cabinet approval granted on 31 August 2022, however, on 6 January 2026, the Gauteng North High Court ruled that the related tender process was irregular, invalid, unlawful, and unenforceable. With the legal uncertainty now resolved, the DLCA is in a position to refocus its efforts on stabilising the production environment. This will involve initiating the acquisition of new production equipment to replace the current machinery and to modernise the card production process. In parallel, the organisation will proceed with the interim contingency arrangement concluded with the Government Printing Works (GPW). This measure provides production support in the event of machine breakdowns, thereby reducing the risk of future backlogs and service delivery disruptions. Collectively, these interventions are expected to lay a solid foundation for a more reliable and efficient production environment, ultimately contributing to improved turnaround times in the issuance of driving licence cards.

Programme 02 - Production: Updated Key Risks

Outcome	Key Risk	Description	Risk Mitigation
Number of working days taken to produce driving licence cards **Number of days taken to produce cards annually**	a. Unavailability of replacement parts b. Lack of technical skills and/or maintenance contract c. Possible breakdown in production machine d. Unavailability of printing paper	a. The Entity may not have the material to produce the driving licence cards b. Lack of skills to maintain the current infrastructure	a. Implementation of new driving licence card project b. Implementation of the interim solution by GPW c. All available parts are to be sourced. d. Daily monitoring of stock e. A capacity programme is to be put in place to ensure that relevant staff is trained
Percentage of driving licence cards delivered within a number of working days	a. Loss of driving licence cards	a. Cards may be delivered to the incorrect address due to human error in the packaging. b. Cards may be stolen en route to delivery	a. Diligent monitoring of delivery – access to proof of delivery b. Delivery vehicles have tracking devices. c. SLA in place with service provider which caters for the replacement of lost cards

8.3. Programme 03: Information Technology Management

Purpose: To provide effective and efficient ICT infrastructure

NDP Pillars	NDP Pillar 13: Building a capable and developmental state
MTDP Priority	Priority 3 – Build a capable, ethical and development state
MTDP Outcomes	Digital transformation across the state

Outcomes, outputs, performance indicator and targets

Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance			Estimated Performance 2025/26	MTEF Period		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Customer services									
Improved operational efficiency	System uptime and reliability	Percentage of enrolment server's uptime	99% enrolment server uptime	95% enrolment server uptime	-	-	95% enrolment system uptime	95% enrolment system uptime	-

Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance			Estimated Performance 2025/26	MTEF Period		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
Improved operational efficiency	Backup and Disaster Recovery	Percentage of the quarterly backups completed		67% of monthly backups were completed successfully		N/A	100% of the quarterly backups completed	100% of the quarterly backups completed	100% of the quarterly backups completed
Improved competitiveness through adoption of new technology	Cyber Security	Percentage of identified security vulnerabilities resolved within 5 working days	-	-	-	-	100% of identified security vulnerabilities resolved within 5 working days	100% of identified security vulnerabilities resolved within 5 working days	100% of identified security vulnerabilities resolved within 5 working days

Programme 03 – Information Technology: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Effectiveness and efficiency of the ICT					
Percentage of enrolment server's uptime	95% Live Enrolment Unit system uptime	95% Live Enrolment Unit system uptime	95% Live Enrolment Unit system uptime	95% Live Enrolment Unit system uptime	95% Live Enrolment Unit system uptime
Percentage of the quarterly backups completed	100% of the quarterly backups completed	100% of the quarterly backups completed	100% of the quarterly backups completed y	100% of the quarterly backups completed	100% of the quarterly backups completed
Percentage of identified security vulnerabilities resolved within 5 working days	100% of identified security vulnerabilities resolved within 5 working days	100% of identified security vulnerabilities resolved within 5 working days	100% of identified security vulnerabilities resolved within 5 working days	100% of identified security vulnerabilities resolved within 5 working days	100% of identified security vulnerabilities resolved within 5 working days

Programme 03 - Information Technology: Explanation of planned performance over the medium-term period

Enrolment Server Uptime – the enrolment server is the server used to store all the enrolment information (fingerprint, photo, signature) required to produce a driving licence card. The information is collected from all the enrolment units placed at the DLTC. Its uptime has a significant impact on the operations of the DLTC and the number of cards produced.

Backups completed – backups of relevant servers are to be conducted on a monthly basis as part of the disaster recovery strategy.

Security vulnerabilities - As the world becomes increasingly IT-driven, cybersecurity has been identified as one of the most significant risks and threats. A rapid response to identifying and addressing security vulnerabilities is critical for organizations to withstand and recover from cyberattacks. In line with the digital transformation strategy, the DLCA must be equipped to detect, respond to, and mitigate the cyber threats it may face.

Programme 03 – Information Technology: Updated Key Risks

Outcome	Key Risk	Description	Risk Mitigation
Percentage of enrolment server's uptime	System Downtime Risk	Risk that the enrolment server becomes unavailable due to hardware failure, software issues, cyberattacks, or network outages, reducing system uptime	a. Continuous monitoring and alerting b. Regular system maintenance c. Implemented redundant servers and failover mechanisms
Percentage of the quarterly backups completed successfully	a. Failure for backup to be done according to the schedule. b. Failure of the programme used to perform the backup	Risk that backups are not completed or restored successfully, leading to data loss or extended downtime during incidents	a. Automate backup processes and monitoring. b. Maintain off-site and backup storage. c. Vigilant monitoring of the backup procedure d. Document and review backup procedures regularly
Percentage of identified security vulnerabilities resolved within 5 working days	Unresolved Security Vulnerabilities	Risk that security weaknesses remain unpatched beyond the required timeframe, increasing exposure to cyberattacks	a. Establish a formal vulnerability management process. b. Prioritize vulnerabilities based on severity.

Outcome	Key Risk	Description	Risk Mitigation
			c. Conduct regular security scans and automated patch deployment

8.4. Programme 04: Service Delivery

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

NDP Pillars	NDP Pillar 13: Building a capable and developmental state
MTDP Priority	Priority 3 – Build a capable, ethical and development state Priority 2 – Social cohesion and nation building
MTDP Outcomes	• Improved service delivery in the local government sphere • Digital transformation across the state • Social cohesion and nation building

Outcomes, outputs, performance indicators and targets

Performance Outcome	**Output**	**Output Indicator**	**Annual Targets**						
			Audited / Actual Performance			**Estimated Performance 2025/26**	**MTEF Period**		
			2022/23	**2023/24**	**2024/25**		**2026/27**	**2027/28**	**2028/29**
Customer services									
Improved operational efficiency in service delivery	All DLTC incidents attended	Percentage of DLTC incidents attended to within 5	100% (491÷491×100) of DLTC incidents were attended to	100% of DLTC incidents attended to within 7 working days (251/251)	100% of DLTC incidents attended to within 7 working days	97% of DLTC incidents attended to within 5 working days	97% of DLTC incidents attended to within 5 working days	97% of DLTC incidents attended to within 5 working days	97% of DLTC incidents attended to within 5 working days

Performance Outcome	Output	Output Indicator	Annual Targets						
			Audited / Actual Performance			Estimated Performance 2025/26	MTEF Period		
			2022/23	2023/24	2024/25		2026/27	2027/28	2028/29
		working days	within 7 working days						
	Enrolment equipment maintained	Percentage of enrolment equipment maintained	98% of enrolment equipment maintained	95% of enrolment equipment maintained	100% of enrolment equipment maintained	95% of enrolment equipment maintained	95% of enrolment equipment maintained	95% of enrolment equipment maintained	95% of enrolment equipment maintained
Improved governance and strengthened control environment	Stakeholder engagement framework updated and implemented	Number of stakeholder engagement sessions held	Monitor and evaluate stakeholder framework	Monitor and evaluate stakeholder framework	-	-	Four (4) stakeholder engagement sessions held with stakeholders	Four (4) stakeholder engagement sessions held with stakeholders	Four (4) stakeholder engagement sessions held with stakeholders

Programme 04 – Service Delivery: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Customer services					
Percentage of DLTC incidents attended to within 5 working days	97% of DLTC incidents attended to within 5 working days.	97% of DLTC incidents attended to within 5 working days.	97% of DLTC incidents attended to within 5 working days.	97% of DLTC incidents attended to within 5 working days.	97% of DLTC incidents attended to within 5 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
No. of stakeholder engagement sessions held.	Four (4) Stakeholder engagement sessions held with the Driver Technical Committee	Stakeholder engagement session held with the stakeholders	Stakeholder engagement session held with the stakeholders	Stakeholder engagement session held with the stakeholders	Stakeholder engagement session held with the stakeholders

Programme 04 – Service Delivery: Explanation of planned performance over the medium-term period

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

Percentage of DLTC incidents attended to within 5 working days – the DLCA plans to attend to 97% of DLTCs incidents within 5 working days. Incidents are related to calls logged by the DLTCs to enquire about the delivery of their driving licence cards and the production status of their driving licence orders.

Percentage of enrolment equipment maintained – currently the DLCA is in the process of replacing the LEUs with SEUs. While that process is underway the old LEUs will have to be maintained to ensure that service delivery continues. DLCA aims to ensure that 95% of enrolment equipment is supported and maintained.

Number of stakeholder engagement session held - DLCA participates in a number of driving licence stakeholder forums, where all service delivery initiatives related to driving licences are discussed and aligned to enhance the licensing environment. DLCA presents its initiatives to secure buy-in and support from key stakeholders, including provincial transport offices, municipalities, and other licensing entities.

Programme 04 – Service Delivery: Updated Key Risks

Outcome	Key Risk	Description	Risk Mitigation
Percentage of DLTC incidents attended to within a number of working days	Lack of processes in place to address customer complaints	Lack of sufficient and clear processes in place leads to slow response to enquiries	a. A customer complaints system to be implemented. b. Staff to be trained on processes
	Poor performance of service providers	Poor performance of the service provider resulting in the entity not achieving its goals	a. SLA to be put in place to manage the contract b. Quarterly performance reviews to be conducted
	Non - availability of replacements parts for the enrolment units	The non-availability of the replacement parts could cause delays or negatively impact service delivery at the DLTCs	Support and maintenance plan to be put in place.
	Impact of load-shedding	Load-shedding leads to a delay in the attendance of the call and the maintenance of machines	Load shedding schedule for the relevant DLTC to be consulted before maintenance is conducted.
Percentage of enrolment equipment maintained	Poor performance of service providers	Poor performance of the service provider resulting in the entity not achieving its goals	a. SLA to be put in place to manage performance b. Quarterly performance reviews to be conducted
	Non-availability of replacements parts for enrolment units	The non-availability of the parts could cause delays or negatively impact service delivery at the DLTCs	Support and maintenance to be put in place.

Outcome	Key Risk	Description	Risk Mitigation
	Service delivery disruption due to load reduction or water shortages	Load-reduction have been implemented which affects the operations of the center and the ability to attend to the incidents	Risk is to be accepted as load-shedding and water supply are national challenges
No. of stakeholder engagement sessions held	Inability to attend / hold stakeholder engagement sessions	The inability to hold / attend stakeholder engagement sessions due to delays or lack of approval to by relevant authority on either DLCA or DLTC side.	a. Communicate the DLCA stakeholder initiatives via a WarRoom engagement meetings

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

9. PROGRAMME 01- ADMINISTRATION

9.1. Sub-Programme 1: Corporate Services

Indicator Title	**1. Percentage reduction in vacancy rate**
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 permanently or on a contract basis (secondments are excluded). The vacancy rate is calculated based on the 2014 approved structure. The current vacancy rate is 76%.
Purpose/Importance	To ensure that the entity has the capacity to perform its mandate.
Source of data collection	a. EXCO and/or MANCO minutes for vacant post approved for being filled; b. Job advertisements; c. Letter of appointment and letter of acceptance; and d. Information will be collected through formal submission as part of the quarterly reporting process.
Method of Calculation/ Assessment	**Numerator:** Number of vacant posts **Denominator:** Total number of posts as per structure (expressed as a percentage)
Means of verification	Letters of appointment and / or contracts

Disaggregation of beneficiaries (where applicable)	a. Target for Women: 50% at all levels b. Target for youth: 30% c. Target for people with disabilities: 2%	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
Desired performance	Reduce vacancy rate to 10% or less of the approved structure	
Indicator responsibility	Senior Manager: Corporate Service or delegated official	
2026/27 Annual targets	**Vacancy rate reduced to 50% or less of the approved structure**	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	Approval to advertise the posts	Approval submission to advertise post by delegated authority
Q2	Advertisement of posts	DPSA and/or any media advert
Q3	Interviews conducted for all post advertised	Interviews sheets and/or candidate attendance register
Q4	Vacancy rate reduced to 50% or less	Signed appointment letters by the DG or delegated authority and signed letter of acceptance by incumbent

Indicator Title	**2. Percentage of employees trained**	
Short definition	Training refers to all learning that will be formally organized such as workshops, conferences, seminar, awareness and course. Implemented refers to attendance.	
Purpose/importance	Skills Development	
Source of data collection	Annual training plan / work skills plan, purchase orders, training registration forms, etc	
Method of calculation/ Assessment	**Numerator:** Total number of employees trained **Denominator:** Total number of employees (Expressed as a percentage)	
Means of verification	Attendance registers and/or certificates	
Disaggregation of beneficiaries (where applicable)	N/A	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
Desired performance	80% of employees trained	
Indicator responsibility	Senior Manager: Corporate Service or delegated official	
2026/27 Annual targets	**60% employees to be trained**	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	Develop and approve the training plan	Approved training plan

Q2	20% of employees trained	Training report with supporting evidence such as purchase orders, training registration form, attendance registers or certificate
Q3	40% of employees trained	Training report with supporting evidence such as purchase orders, training registration form, attendance registers or certificate
Q4	60% of employees trained	Training report with supporting evidence such as purchase orders, training registration form, attendance registers or certificate

9.2. Sub-Programme 2: Office of the Chief Financial Officer

Indicator Title	**3. Percentage of all outstanding debts collected**
Short definition	The DLCA debt management policy defines a debtor as any person, company that owes the entity money.
Purpose/importance	To ensure the entity implements debt collection strategies for maximum debt recovery.
Source of data collection	Customer age analysis report
Method of calculation/ Assessment	**Numerator** – Cash received from DLTC's

	Denominator –. Total debt outstanding, excluding the last month of the quarter, which is due in the first month of the following quarter (Expressed as a percentage)	
Means of verification	Total debt outstanding as per the customer age analysis report	
Disaggregation of beneficiaries (where applicable)	N/A	
Calculation type	Non-cumulative	
Reporting cycle	Quarterly	
Desired performance	100% revenue collected from all outstanding debt	
Indicator responsibility	CFO or delegated official	
2026/27 Annual targets	**85% of all outstanding debt collected**	
Admissible evidence for the annual target	Reduced annual debtors book as per the debtor line item in the annual financial statement	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	85% of all outstanding debt collected excluding the last month of the quarter	Reduced debtors book as per customer age analysis.
Q2	85% of all outstanding debt collected excluding the last month of the quarter	Reduced debtors book as per customer age analysis.

Q3	85% of all outstanding debt collected excluding the last month of the quarter	Reduced debtors book as per customer age analysis.
Q4	85% of all outstanding debt collected excluding the last month of the quarter	Reduced debtors book as per customer age analysis.

Indicator Title	**4. Percentage compliance to 30-day payment requirement**
Short definition	Accounting officers and accounting authorities of institution falling under the scope of the PFMA must ensure that measures are in place to pay valid invoices and claims within 30 days as required by the National Treasury Regulation 8.2.3 or where applicable, within the period contractually agreed with suppliers. This includes strengthening internal controls and monitoring of implementation as well as reviewing and, where appropriate, updating system of delegation.
Purpose/importance	To ensure payment of all invoices are processed within 30 days
Source of data collection	Creditors age analysis report
Method of calculation/ Assessment	**Numerator:** Total number of invoices paid within 30 days **Denominator:** Total number of invoices that are due within 30 days) (Expressed as a percentage)
Means of verification	Total outstanding creditors as per the creditors age analysis report
Calculation type	No

	n-cumulative	
Reporting cycle	Quarterly	
Desired performance	100% compliance with the 30-day payment requirement	
Indicator responsibility	CFO or delegated official	
2026/27 Annual targets	**100% compliance to 30-day payment requirement**	
Admissible evidence for the annual target	100% compliance to 30-day payment as per creditors age analysis report	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	100% compliance to 30-day payment requirement	100% compliance to 30-day payment as per creditors age analysis report
Q2	100% compliance to 30-day payment requirement	100% compliance to 30-day payment as per creditors age analysis report
Q3	100% compliance to 30-day payment requirement	100% compliance to 30-day payment as per creditors age analysis report
Q4	100% compliance to 30-day payment requirement	100% compliance to 30-day payment as per creditors age analysis report

Indicator Title	**5. Percentage implementation of post external audit action plans**	
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	**Numerator:** number of audit findings completed **Denominator**: total number of audit findings (Expressed as a percentage)	
Means of verification	Annual report on the implementation of the post external audit action plan signed by the Head of the entity	
Disaggregation of beneficiaries (where applicable)	N/A	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
Desired performance	Unqualified audit opinion with material findings	
Indicator responsibility	Senior Manager: Risk and Governance or Delegated official	
2026/27 Annual targets	**100% implementation of post external audit action plans to address AGSA audit findings**	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**

Q1	None	None
Q2	Develop the action plan to address audit findings from 2025/26 audit	AGSA Action plan approved by AC
Q3	40% of audit findings from the 2025/26 audit action plans completely addressed.	AGSA Action Plan Progress Tracker
Q4	100% of audit findings from the 2025/26 audit action plans completely addressed.	AGSA Action Plan Progress Tracker

9.3. Sub-Programme 3: Risk and Governance

Indicator Title	**6. Annual performance plan approved by the Executive Authority**	
Short definition	Annually develop and review the Annual Performance Plan as prescribed by the relevant frameworks	
Purpose/importance	To ensure the objectives of the Entity are met and the Entity complies to the framework	
Source of data collection	Approved Annual Performance Plan	
Method of calculation/ Assessment	Approved Annual Performance Plan	
Means of verification	Annual Performance Plan approved by the Minister	
Disaggregation of beneficiaries (where applicable)	N/A	
Calculation type	Non-cumulative	
Reporting cycle	Annually	
Desired performance	Annual performance plan approved by the Minister	
Indicator responsibility	Senior Manager: GRC and/or delegated official	
2026/27 Annual targets	**Approved Annual Performance Plan**	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	-	-
Q2	1st draft of the 2027/28 Annual Performance Plan	Draft of the 2027/28 Annual Performance Plan
Q3	2nd draft of the 2027/28 Annual Performance Plan	Draft of the 2027/28 Annual Performance Plan
Q4	Approved 2027/28 Annual Performance Plan	Final draft approved by the Executive Authority

10. PROGRAMME 02 – PRODUCTION

Indicator Title	**7. Average Number of driving licence cards produced**	
Short definition	This is the number of cards produced on an annual basis. A card is considered produced once it has been quality controlled.	
Purpose/Importance	This performance indicator measures the number of cards produced within a particular time period.	
Source of data collection	Production systems	
Method of Calculation/ Assessment	Production system generated reports that count the number of cards manufactured, which have passed the visual assessment, and quality control measures and have been packed.	
Means of verification	Production system report	
Disaggregation of beneficiaries (where applicable)	N/A	
Calculation type	Cumulative	
Reporting cycle	Quarterly	
Desired performance	2.7 million card orders are produced in line with the relevant standard.	
Indicator responsibility	Senior manager: Production / delegated official	
2026/27 Annual targets	**2,600,000 cards produced annually**	
Admissible evidence for the annual target	Annual Card Produced Report from the production	
	Quarterly targets	**Admissible evidence**

Q1	650 000 cards produced annually	Cards Produced Report from the Production system
Q2	1 300 000 cards produced annually	Cards Produced Report from the Production system
Q3	1 950 000 cards produced annually	Cards Produced Report from the Production system
Q4	2 600 000 cards produced annually	Cards Produced Report from the Production system

Indicators Title	**8. Average number of working days taken to produce driving licence cards**
Short definition	This is the average number of days taken to produce the cards. A card is considered produced once it has been quality-controlled and is ready for dispatch.
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	**Numerator:** Sum the number of days taken to produce driving licence cards **Denominator**: total cards produced over the period of review.
Means of verification	An average number of working days taken to produce driving licence cards over period of review
Disaggregation of beneficiaries (where applicable)	
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Desired performance	Driving licence cards produced within 7 days of receipt of the order.
Indicator responsibilities	Senior Manager: Production
2026/27 Annual targets	**Produce driving licence cards within an average of 21 working days.**

Admissible evidence for the annual target	Relevant production reports verified by the relevant authority.	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	Produce driving licence cards within an average of 21 working days	Cards Produced Report from the Production system
Q2	Produce driving licence cards within an average of 21 working days	Cards Produced Report from the Production system
Q3	Produce driving licence cards within an average of 21 working days	Cards Produced Report from the Production system
Q4	Produce driving licence cards within an average of 21 working days	Cards Produced Report from the Production system

Indicators Title	**9. Percentage of driving licence cards delivered within 5 working days**
Short definition	This is a calculation of the percentage of cards delivered from the date the cards were dispatched from the DLCA to the date that DLTC received the cards. The card is considered 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	a. Proof of delivery from courier company b. Production report as generated by the production system.
Method of Calculation/ Assessment	**Numerator**: The number of cards delivered within 7 working days (Date delivered subtract date posted) **Denominator**: Number of cards delivered. The result should be expressed as a percentage
Means of verification	The percentage of the cards delivered within 7 working days for period under review
Disaggregation of beneficiaries (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	95% of cards produced, are delivered within an average of 5 working days
Indicator responsibilities	Senior Manager: Production
2026/27 Annual targets	**95% of cards produced, are delivered within an average of 7 working days**

Admissible evidence for the annual target	Relevant production report and Proof of delivery from courier company	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	95% of cards are delivered within an average of 7 working days	Cards Delivered Report from the Production system
Q2	95% of cards are delivered within an average of 7 working days	Cards Delivered Report from the Production system
Q3	95% of cards are delivered within an average of 7 working days	Cards Delivered Report from the Production system
Q4	95% of cards are delivered within an average of 7 working days	Cards Delivered Report from the Production system

10. PROGRAMME 03 – INFORMATION TECHNOLOGY MANAGEMENT

Indicator Title	**11. Percentage of enrolment server's uptime**
Short definition	Availability of the (LEU backend system servers). These are the servers responsible for the backend control of the enrolment units at the DLTCs and the production of driving licence cards.
Purpose/importance	The purpose is to monitor the enrolment servers
Source of data collection	Tecurity system monitoring report
Method of calculation/ Assessment	**Numerator** – System uptime for that period **Denominator** – Period being reported on (reflected as a percentage)
Means of verification	System report
Disaggregation of beneficiaries (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	95% enrolment servers uptime
Indicator responsibility	Manager: IT / delegated official
2026/27 Annual targets	**95% of enrolment servers uptime**

Admissible evidence for the annual target	Tecurity or relevant system monitoring report	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	95% of enrolment servers uptime	Tecurity or relevant system monitoring report
Q2	95% of enrolment servers uptime	Tecurity or relevant system monitoring report
Q3	95% of enrolment servers uptime	Tecurity or relevant system monitoring report
Q4	95% of enrolment servers uptime	Tecurity or relevant system monitoring report

Indicator Title	**12. Percentage of identified security vulnerabilities resolved within 5 working days**
Short definition	Refers to threats identified through system vulnerability assessments to prevent system downtime
Purpose/Importance	To continuously monitor system vulnerabilities and ensure timely remediation.
Source of data collection	Security Vulnerability Audit Reports / System Vulnerability Assessment Reports
Method of Calculation/ Assessment	**Numerator** – Number of threats identified for that period. **Denominator** – Period being reported on (Number of threats resolved)
Means of verification	Report outlining both detected and remediated system vulnerabilities.
Disaggregation of beneficiaries (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly

New indicator	Yes	
Desired performance	All identified vulnerabilities resolved within 5 working days.	
Indicator responsibility	Senior Manager: IT / delegated official	
2026/27 Annual targets	**100% of all identified vulnerabilities resolved.**	
Admissible evidence for the annual target	Report outlining both detected and remediated system vulnerabilities.	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	100% of all identified vulnerabilities resolved.	Report outlining both detected and remediated system vulnerabilities.
Q2	100% of all identified vulnerabilities resolved.	Report outlining both detected and remediated system vulnerabilities.
Q3	100% of all identified vulnerabilities resolved.	Report outlining both detected and remediated system vulnerabilities.
Q4	100% of all identified vulnerabilities resolved.	Report outlining both detected and remediated system vulnerabilities.

<table>
<tr><td>Indicator Title</td><td colspan="2">13. Percentage of the quarterly backups completed successfully</td></tr>
<tr><td>Short definition</td><td colspan="2">Refers to the Full Quarterly backups completed successfully.</td></tr>
<tr><td>Purpose/Importance</td><td colspan="2">To successfully run a backup to ensure in line with the disaster recovery policy</td></tr>
<tr><td>Source of data collection</td><td colspan="2">Backup system report</td></tr>
<tr><td>Method of Calculation/ Assessment</td><td colspan="2">N/A</td></tr>
<tr><td>Means of verification</td><td colspan="2">Backup system report</td></tr>
<tr><td>Disaggregation of beneficiaries (where applicable)</td><td colspan="2">N/A</td></tr>
<tr><td>Calculation type</td><td colspan="2">Cumulative</td></tr>
<tr><td>Reporting cycle</td><td colspan="2">Quarterly</td></tr>
<tr><td>New indicator</td><td colspan="2">Yes</td></tr>
<tr><td>Desired performance</td><td colspan="2">Successful quarterly backups and test restore.</td></tr>
<tr><td>Indicator responsibility</td><td colspan="2">Manager: IT / delegated official</td></tr>
<tr><td>2026/27 Annual targets</td><td colspan="2">100% of backups restored successfully.</td></tr>
<tr><td>Admissible evidence for the annual target</td><td colspan="2">Backup system report</td></tr>
<tr><td>Admissible evidence for quarterly targets</td><td>Quarterly targets</td><td>Admissible evidence</td></tr>
</table>

Q1	100% of backups completed successfully	Backup system report
Q2	100% of backups completed successfully	Backup system report
Q3	100% of backups completed successfully	Backup system report
Q4	100% of backups completed successfully	Backup system report

12. PROGRAMME 04 – SERVICE DELIVERY

Indicator Title	15. Percentage of DLTC incidents attended to within 5 working days
Short definition	Incidents refer to card-related service requests 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	97% of DLTC incidents were attended to within 5 working days.
Source of data collection	Customer Service Request Register
Method of Calculation/ Assessment	**Numerator: Number of incidents attended to within 5 working days** **Denominator: Number of service requests registered** **(expressed as a percentage)**
Means of verification	Call log incident register
Disaggregation of beneficiaries (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	100% of DLTC incidents attended to within 5 working days
Indicator responsibility	Senior Manager: Service Delivery or delegated official

2026/27 Annual targets	**97% of DLTC incidents were attended to within 5 working days.**	
Admissible evidence for the annual target	97% of DLTC incidents were attended to within 5 working days.	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	97% of DLTC incidents were attended to within 5 working days.	Call log incident register/report verified by the relevant authority
Q2	97% of DLTC incidents were attended to within 5 working days.	Call log incident register/report verified by the relevant authority
Q3	97% of DLTC incidents were attended to within 5 working days.	Call log incident register/report verified by the relevant authority
Q4	97% of DLTC incidents were attended to within 5 working days.	Call log incident register/report verified by the relevant authority

Indicator Title	**15. Enrolment equipment maintained**
Short definition	The indicator measures the number of enrolment equipment maintained. Maintenance can only be conducted for that enrolment equipment that is due for maintenance as per the maintenance schedule. Maintenance must be performed annually before or 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 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 (Expressed as a percentage)
Means of verification	Percentage of enrolment equipment maintained
Disaggregation of beneficiaries (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	All enrolment equipment maintained
Indicator responsibility	Senior Manager: Service Delivery or delegated official
2026/27 Annual targets	**95% of enrolment equipment maintained**

Admissible evidence for the annual target	Maintenance schedule and preventative maintenance checklist	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	95% of enrolment equipment maintained	Maintenance schedule and signed preventative maintenance checklist verified by relevant authority
Q2	95% of enrolment equipment maintained	Maintenance schedule and signed preventative maintenance list checklist verified by the relevant authority
Q3	95% of enrolment equipment maintained	Maintenance schedule and signed preventative maintenance list checklist verified by the relevant authority
Q4	95% of enrolment equipment maintained	Maintenance schedule and signed preventative maintenance list checklist verified by the relevant authority

Indicator Title	**16. Number of stakeholder engagement sessions held with stakeholder.**
Short definition	Stakeholder engagement framework has been established to define a way in which stakeholders are engaged at DLCA. The engagement framework must be updated to ensure alignment with current practices. The stakeholder engagement forums are the meetings of all stakeholders representing the Provinces and other licencing entities where all driving licence matters are discussed.
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 and/or attendance register
Method of Calculation/ Assessment	Simple count
Means of verification	Minutes of meeting and/or attendance register
Disaggregation of beneficiaries (where applicable)	N/A
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Four (4) Stakeholder engagement sessions held with the driver licencing stakeholders
Indicator responsibility	Senior Manager: Service Delivery or delegated official
2026/27 Annual targets	Four (4) Stakeholder engagement sessions held with the driver licencing stakeholders

Admissible evidence for the annual target	Updated version of the stakeholder engagement framework signed by the Head of Entity	
Admissible evidence for quarterly targets	**Quarterly targets**	**Admissible evidence**
Q1	Hold one(1) stakeholder engagement session with the Driver Technical Committee (DTC)	Attendance register and/or meeting minutes of engagement with stakeholders
Q2	Hold one(1) stakeholder engagement session with the Driver Technical Committee (DTC)	Attendance register and/or meeting minutes of engagement with stakeholders
Q3	Hold one(1) stakeholder engagement session with the Driver Technical Committee (DTC)	Attendance register and/or meeting minutes of engagement with stakeholders
Q4	Hold one(1) stakeholder engagement session with the Driver Technical Committee (DTC)	Attendance register and/or meeting minutes of engagement with stakeholders

ANNEXURE A – GLOSSARY OF TERMS

Glossary of DLCA frequently used terms and acronyms

A

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
DLTC	Driving Licence Testing Centre
DoT	Department of Transport
DTIC	Department of Trade, Industry and Competition

E

EXCO	Executive Committee

G

GPW	Government Printing Works

H

HODs	Head of Departments
HoE	Head of Entity

I

IA	Internal Audit

L

LCU	Live Capture Units
LEU	Live Enrolment Units

M

MP	Member of Parliament
MTSF	Medium-Term Strategic Framework
MTEF	Medium-Term Expenditure Framework

N

NaTIS	National Transport Information System
NDP	National Development Plan

R

RTIA	Road Traffic Infringement Agency
RTMC	Road Traffic Management Corporation

S

SEU	Smart Enrolment Unit
SLA	Services Level Agreement

T

TIDs	Technical Indicator Descriptions