

**Government Motor Transport
Annual Performance Plan**

2006/07 – 2008/09



DEPARTMENT OF TRANSPORT & PUBLIC WORKS

ANNUAL PERFORMANCE PLAN

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Explanatory notes with regard to abbreviations

AFS	Annual Financial Statements
ASGISA	Accelerated and Shared Growth Initiative for South Africa
BAS	Basic Accounting System
CCGMT	Co-ordinating Committee for Government Motor Transport
CFO	Chief Financial Officer
COTO	Committee of Transport Officials
EE	Employment Equity
FleetMan	Fleet Management System
GAAP	Generally Accepted Accounting Practice
GMT	Government Motor Transport
i-FleetMan	Fleet Management System (web enabled)
LOGIS	Logistical Information System
MSP	Master Systems Plan
NAPS	Nominated Accounts Payment System
PFMA	Public Finance Management Act, 1999 (Act 1 of 1999, as amended)
SDIP	Service Delivery Improvement Plan

Apology

We fully acknowledge the Province's language policy and endeavour to implement it. However, it has been our experience that only the English version of the document is in demand. Consequently the document will be available in the other two official languages of the Western Cape as soon as possible.

Verskoning

Ons gee volle erkenning aan die Provinsie se taalbeleid en streef daarna om dit toe te pas. Praktijk het egter geleer dat slegs die Engelse weergawe van die dokument in aanvraag is. Die dokument sal gevolglik so gou moontlik in die ander twee amptelike tale van die Wes-Kaap beskikbaar wees.

Isingxengxezo

Siyawuqonda umgaqo-nkqubo weelwimi wePhondo kwaye siyazama ukuwufezekisa. Kambe ke into esiye sayiqwalasela yeyokuba lulwimi lwesiNgesi ekufuneka lusetyenzisiwe kolu xwebhu. Lyakufumaneka nangezinye iilwimi ezimbini ezisemthethweni zaseNtsona Koloni kwakamsinya.

FOREWORD

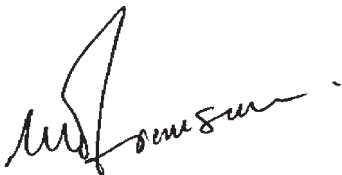
Statement of Policy and Commitment by the Minister of Transport and Public Works

The Department of Transport and Public Works not only has a leading role to play in the development, roll-out and management of the Strategic Infrastructure Plan for the Province but also plays an important role in the efficacy of the Provincial and National State Departments in the Western Cape. The original Government Garage started its business during the early fifties and has since then been re-engineered into Government Motor Transport as a strategic business unit responsible for the delivery of cost effective motor transport. The organisation's main function focuses around a strategic supportive role and strengthens the line functionaries tasks.

The defined role of Government to improve service delivery in the areas of, particularly the Second Economy, as part of the Accelerated and Shared Growth Initiative for South Africa (ASGISA), will be supported by a well organised motor transport division. Motor vehicles are just another tool in the hands of the State officials that will be responsible to make a difference in our country as it enters the Age of Hope.

The available resources will have to be guarded and further developed into a dynamic organisation that will be responsible to play an active role in support of the Shared Growth Battle Plan announced by the Premier of the Western Cape during his State of the Province Address on 10 February 2006. Existing processes and resources would have to be shaped to ensure good value for money on a sustainable basis. The knowledge build-up over many years and sophisticated electronic systems developed by Government Motor Transport must be enhanced further and fully utilised to the benefit of all clients.

I have good trust in the capabilities locked up in the staff compliment of Government Motor Transport and believe that their directional aim for the future could only benefit their clients. This is backed-up by their performance of the past.



M FRANSMAN

MINISTER OF TRANSPORT AND PUBLIC WORKS

DATE: 27 March 2006

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PART A - STRATEGIC OVERVIEW

1. Overview by the Accounting Officer

1.1 Historic Perspective

Historically, the national Department of Transport managed the government transport function from a centralised base since the early fifties. In terms of Transport Circular 1 of 1988, issued by the national Department of Transport the functions in respect of government motor transport were transferred to the then provincial administrations. National Cabinet approved such transfer of functions as from 1 April 1988. These functions have been derived from section D.IV of the Public Service Staff Code, which is still applicable in terms of Section 42 of the Public Service Act, 1994. The previous government garages were amalgamated into the present Government Motor Transport (GMT). GMT forms part of the Department of Transport and Public Works and operates as a separate Trading Entity.

The trading activities of GMT focus mainly on the provision of state vehicles to national and provincial departments used for transportation in order that each department may carry out its services efficiently and effectively. The fleet of vehicles is allocated to the client departments for a period equal to the economical life cycle of each class or type of vehicle. A part of the fleet vehicles is allocated on a relief and temporary basis from a general pool. In return, GMT charges a daily and a kilometre tariff (user charges) on the vehicles to cover the capital, running and overhead costs and does not make use of voted funds. At the end of the economical life cycle of a vehicle, it is withdrawn from service and replaced with a new one. The old vehicles are sold monthly at a public auction.

1.2 Aim of Strategic Performance Plan

This Strategic Performance Plan seeks the alignment of the activities of Government Motor Transport in the Western Cape (GMT) within the Department, to support the goals and strategies of both the National and Provincial Governments.

The implementation of the strategies in the Departments serviced by GMT would require that it gears itself up to ensure that it is properly structured and has the requisite skills set to deliver. Business processes need to be scrutinised regularly to determine possible gap areas and recovery strategies to rectify any shortcomings.

It would not only place a specific responsibility on each staff member, but a strategic direction by the management team to ensure that continued services remain in place at a competitive price tag and with high levels of client satisfaction.

2. Strategic plan update analysis

2.1 Background

The Department of Transport and Public Works has previously included Government Motor Transport in its Annual Performance and Strategic Plans. Due to the fact that the organisation operates as a separate business entity, it was decided during the 2004/2005 financial year to publish a separate Annual Report as well as a Performance Plan for this Entity. The Entity will continue to operate under the control of the Department.

2.2 Strategic planning process

The Management team of the Entity met on a quarterly basis to evaluate the strategic direction and to redirect where necessary.

2.3 Vision, Mission and Values

Vision

The best motor transport service.

PART A - STRATEGIC OVERVIEW

Mission

To strive to become the leader in Government Motor Transport by providing quality, integrated and cost effective motor transport to provincial and national departments inclusive of a pleasant, safe and interactive environment where staff are offered the opportunity of development and self-improvement.

Values

Our actions, conduct and behaviour will be guided by the following principles:

- Valuing our staff.
- Mutual respect at all levels of the organisation.
- Highest level of integrity and ethics.
- Creativity, Innovation and Leadership.
- Accountability and transparency.
- People-centred service delivery.
- Strive to be a learning organisation, anticipating opportunities presented by an ever-changing environment.

2.4 Summary of service delivery environment and challenges

The following aspects within the service delivery environment will form the back bone of the organisation and measurement will take place on a monthly basis. The results will be summarised and publish in the Annual Report.

2.4.1 Main Services Provided and Standards

GMT's main service is to provide a government motor transport agency service to client departments in managing the vehicle fleet of the State. The actual, as well as future potential clients, are identified. A service standard is set for each of the clients together with the actual achievements.

Challenge: GMT will have to empower its clients via management information and guidance to assist with the management function. The escalating cost spiral attached to vehicle transport needs to be contained. The deliverables achieved through the newly implemented vehicle tracking and control system will have to be utilised as part of the value added service.

2.4.2 Consultation Arrangements with Clients

The clients are divided between internal staff and client departments. A range of client forums and committees is in place to enable regular interaction.

Challenge: GMT will have to consult with its client departments at a more senior level to promote the service and to determine the future needs.

2.4.3 Service Delivery Access Strategy

A service level agreement (SLA) has been drafted and consulted with the client departments. It is scheduled to be implemented in the 2006/07 financial year. The SLA will include the exciting dedicated help desk to report alleged misuse of Sate vehicles. All calls are followed up with the relevant client departments. The purpose is to reduce unauthorised trips and therefore curbing expenditure.

Challenge: GMT will have to implement the SLA's to be able to monitor efficiency levels.

PART A - STRATEGIC OVERVIEW

2.4.4 Service Information Tool

Documentation (e.g. agendas and minutes) are standardised and processed in terms of set guidelines. All policy, procedural guidelines and internal communication are published in an electronic format and distributed on a regular basis. These documents are stored in electronic format to enable easy access. The services to clients are supported via administrative and technical help desk facilities. The client departments all have access to the web enabled fleet management system (i-FleetMan). A need has been identified for a single point of entry where enquiries could be dealt with.

Challenge: GMT will have to develop a separate web site for the publication of documentation. This will eliminate delays via already slow and inefficient local and wide area networks. The various help desk facilities need to be integrated into a single Information Management Bureau.

2.4.5 Complaints Mechanism

A dedicated report line is in operation on a 7/24/365 (fulltime) basis where alleged misuse of vehicles could be reported. These complaints are logged electronically and followed up with the client departments. Feedback is given when requested. All traffic offences incurred with official vehicles are captured and analysed as part of the risk management function.

Challenge: GMT will have to finalise the development of the risk management facility within the fleet management system to facilitate regular risk profiles. The latter should be used by client departments to enhance service delivery at departmental level.

2.5 Summary of organisational environment and challenges

The present organisation and establishment has undergone minor adjustments in the last four years to streamline the organisation to ensure acceptable service delivery standards. The changing State environment and constant high expectations of the clients has necessitated that an in-dept study needs to be undertaken to determine –

- a realistic work force;
- effective business process management;
- custom designed electronic systems;
- a competitive work environment, and
- a sustainable future.

2.6 Legislative Prescripts

The achievement of the strategic goals are guided by the following constitutional and other legislative mandates:

- Administrative Justice Act, 2000 (Act 3 of 2000)
- Adult Basic Education and Training Act, 2000 (Act 52 of 2000)
- Basic Conditions of Employment Act, 1997 (Act 75 of 1997)
- Code of Conduct
- Collective Agreements
- Employment Equity Act, 1998 (Act 55 of 1998)
- Employment of Education and Training Act, 1998 (Act 76 of 1998)
- Further Education and Training Act, 1998 (Act 98 of 1998)
- General and Further Education and Training Quality Assurance Act, 2001 (Act 58 of 2001)

PART A - STRATEGIC OVERVIEW

Labour Relations Act, 1995 (Act 66 of 1995)
National Archives Act, 1996 (Act 43 of 1996)
National Treasury Regulations
Occupational Health and Safety Act, 1993 (Act 85 of 1993)
Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)
Promotion of Access to Information Act, 2000 (Act 2 of 2000)
Provincial Treasury Instructions
Public Finance Management Act, 1999 (Act 1 of 1999 as amended by Act 29 of 1999)
Public Service Act, 1994 (Act 103 of 1994) and Regulations, 2001
Public Service Regulations, 2001
Public Service Staff Code
Skills Development Act, 1998 (Act 97 of 1998)
Skills Development Levies Act, 1999 (Act 9 of 1999)
South African Qualifications Act, 1995 (Act 58 of 1995)
South African Qualifications Regulations
The Constitution of the Western Cape, 1998 (Act 20 of 1998)
The Constitution, 1996 (Act 103 of 1996)
Western Cape Road Traffic Act, 1998 (Act 12 of 1998)

2.7 Broad Policies, Priorities and Strategic Goals

2.7.1 Broad Policies

The activities of GMT are guided by the legislative prescripts set by the Public Finance Management Act, 1999 (Act 1 of 1999 as amended by Act 29 of 1999). The operational guidelines are set in National Transport Circular 4 of 2000. The latter is broadened by Provincial Policy and guidelines developed by the organisation. Transversal policy is developed and supported via the Co-ordinating Committee for Government Motor Transport (CCGMT) as the responsible sub-committee of the governmental COTO structure, together with the National Department of Transport, other Provinces, the South African Police Service and the South African National Defence Force.

GMT is a component in support of the Western Cape Government's iKapa Elihlumayo – growing and sharing the Cape.

2.7.2 Priorities

The activities of GMT are to a large extent influenced by the financial environment. Funds are not allocated via the normal budgetary process applicable to State Departments. The only income is derived from the Tariff structure. The tariffs per financial year are based on real expenditure over the previous financial year plus a % increase, obtained from statistical sources, to allow for future growth.

The following priorities have been identified:

- The implementation of a professional Management Information Bureau.
- The enhancement of electronic systems to keep up with present day expectations.
- The further development and optimisation of human capital.
- The implementation of a service standard charter.
- The introduction of a competitive approach in all business processes.

PART A - STRATEGIC OVERVIEW

2.7.3 Strategic Goals

GMT's strategic goals are summarised below:

- **Ensure that the fleet is kept within its life expectancy.**
The fleet replacement process is an ongoing process and the aim is to keep the majority of the fleet within the economic life cycle.
- **Improve vehicle management and control.**
The fitment of a vehicle tracking and control system in the vehicles was introduced. The functionality was aimed to enhance operational efficiency with a specific focus on reducing operational costs and to prevent fraud. Research results indicate without any doubt that this is the most effective means by which the Government could facilitate its needs in the future. The existing help desk to report alleged misuse of State vehicles needs to be integrated into a Management Information Bureau in the future. The follow-up with client departments will assist in the drive to curb unnecessary cost.
- **Recovery of all outstanding debt.**
A strong emphasis was placed on the follow-up of old outstanding debt from client departments. The majority of this dates back to the split of the previous Cape Province into three provinces. The final follow-up process will be finalised in the 2006/07 financial year to bring this to a closure.
- **Development and implementation of effective business processes.**
GMT revisited its business processes and made changes to ensure the continuation of effective service delivery standards. Service level agreements will be entered into with the client departments. All operational procedures en policy changes were issued on a regular basis and distributed to the clients.
- **Improve and enhance electronic systems.**
The functionality of the fleet management system (FleetMan) was enhanced as planned to be in line with the business processes.
- **Improve quality of service to client departments.**
Client department forums meet on a monthly basis as planned to manage operational and financial issues. A yearly client survey is conducted to measure the following aspects:
 - Friendliness and co-operativeness of staff
 - Reception and successful solving of complaints
 - Communication, in writing and verbal
 - Training and assistance
 - Availability of vehicles in general
 - Timely replacement of vehicles
 - Condition (neatness and roadworthiness of vehicles on reception)
 - Log sheet procedures
 - Accuracy of accounts
 - General impression and attitude
 - New and innovative initiatives
 - Processing of claims and losses
 - Direction of management
- **Empower client departments to manage their vehicles better.**
In order to empower the departmental transport officers, GMT conducted training sessions. Furthermore, the web enabled version of the fleet management system (i-FleetMan) was also made available to clients.

PART A - STRATEGIC OVERVIEW

2.7.4 Information systems to manage and monitor progress

The following systems are in use by GMT:

Basic Accounting System:

The system is used on a transversal basis throughout Government to manage all financial transactions.

Document Management System:

The system is an electronic record of policy and procedural documentation.

eFuel System:

The eFuel system is an electronic card free fuelling system and replaces the conventional fuel cards.

Employment Equity PW:

The system keeps track of employment statistics and progress with the EE plan.

File Tracking System:

The system enables staff to track the movement of office files.

FleetMan:

This is a fleet management system, which GMT successfully applies to administer and manage its core business activities in the Western Cape and to assist in achieving their strategic and operational targets. A web enabled version (i-FleetMan) is available to client departments to assist them with control and management of the vehicle fleet.

GroupWise:

The system is used on a transversal basis throughout the Province to manage e-mail and diaries.

LOGIS:

The system is utilised to manage and facilitate all procurement processes.

Loss Control:

The system is used on a transversal basis throughout the Province to manage all losses and claims.

Master Systems Plan:

Keeping record of the status of all the systems requirements. It aligns system requirements with Departmental objectives and strategies, and with PGWC IT strategies.

NAPS:

The system is used on a transversal basis throughout the Province to manage all payments.

PERSAL:

The system is utilised to manage and facilitate all human resource management processes.

Tariff Register:

The Register is a record of the daily and kilometre tariffs charged to client departments for the use of official vehicles. The tariffs are reviewed on a yearly basis to provide for increases.

Tradeworld Electronic Purchasing System:

The system is utilised to purchase goods and services via the LOGIS system with a value above R5 000.00 but with a value not exceeding R100 000.

PART A - STRATEGIC OVERVIEW

The Western Cape Supplier Database:

The database is used for all suppliers on the LOGIS system, country wide.

Vehicle Tracking and Control System:

The vehicle tracking and control system consists of a tracking unit with an onboard computer that is installed in the vehicle together with an antenna and a small display unit. At least three satellites in high orbit are utilised to capture the vehicle's position. These positions (latitude/longitude) are determined via radio signals between the GPS (Global Positioning System) and the receiver in the onboard computer of the tracking unit. The vehicles 'behaviour' is captured via a series of sensors connected to, inter alia, the odometer, rev counter, brake system and temperature control unit. The positional data together with the latter is stored in the tracking unit until transmitted to a base station computer via the cellular network system.

2.8 Measurable objectives

Measurable objectives have been developed to address the strategic goals. The results are captured in Part B of this Annual Performance Plan.

Further analyses have been done to determine the challenges affecting the success of the Trading Entity in the years to follow. The strategic issues that were raised were linked to the following: Can GMT -

- meet the present day and special requirements of its client departments (when requested)?
- improve the service delivery standards in future through innovative driven new initiatives?
- perform at a cost effective level?
- further improve the service standards and efficiency levels?
- utilise FleetMan as a management tool to regulate activities?
- develop the human capital to the advantage of service to the client departments?
- learn from previous experience and research results to ensure most effective/economical vehicles for the task?
- transform the business processes and adapt electronic systems (accounting and operational) successfully to meet the requirements of GAAP?
- intervene in the second economy and contribute a meaningful share to the business sector?

PART B: PROGRAMME ANALYSES AND PLANS

1. Government Motor Transport

A single Programme accommodates Government Motor Transport (GMT), which is responsible to provide cost efficient, and quality motor transport to provincial and national government departments.

GMT in its drive to drastically enhance service delivery opted to installed eFuel card free technology in the vehicles to ensure better management and control with regarding to refueling procedures in an endeavour to curb possible fraud. The fitment of tracking devices in the total fleet will ensure better transversal utilisation and control over the fleet of vehicles, which has a replacement value of approximately R500 million. These two initiatives will further compliment the electronic fleet management system.

2. Human Resources Management

2.1 Vacancies

GMT has an establishment of 112 posts and is based on the flat structure principle (refer to Annexure). A small section of this establishment is vacant due to staff being promoted or leaving the Service. The prescribed procedures are followed to fill the vacancies. The following Table depicts the situation since 2004/2005:

Table 1: Summary of post vacancies

Staff Categories	Number	
	2004/2005	2005/2006
Total Establishment	112	112
Vacancies	12	14
Percentage	10.7%	12.5%

2.2 Employment Equity

The following table provides a summary of employees (including employees with disabilities) in each of the following occupational categories:

Table 2: Employment Equity by Occupational Category as at March 2006

Type	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Manager	0	0	0	1	0	0	0	0	1
Manager	0	1	0	2	0	0	0	1	4
Assistant Manager	0	2	0	9	0	1	0	1	14(1)
Technical Assistant	0	0	0	9	0	0	0	0	9(1)
Administrative Assistant	1	12	0	11	0	21	0	4	49(8)
Finance Assistant	0	0	0	0	0	4	0	3	7(1)
Technical Aid and Driver / Cleaner	1	9	0	1	0	0	0	0	11(3)
Messenger	1	1	0	0	0	1	0	0	3
TOTAL	3	25	0	33	0	27	0	10	98(14)
Disabled	0	1	0	2	0	0	0	0	3

Vacancies indicated in ()

PART B: PROGRAMME ANALYSES AND PLANS

3. Expenditure

The following Table depicts the main focus and business areas and the respective expenditure indicators:

Table 3: Key expenditure indicators

Category of expenditure, as % of total expenditure	Percentages		
	2004/05	Target 2006/07	Target 2007/08
Human Resources	5.5%	7.4%	7.4%
Service Agent Fees (Bank Charges)	0.03%	0.07%	0.07%
Computer Systems Development	1.5%	3.4%	3.4%
Office Equipment	0.2%	0.19%	0.19%
Stationary and Consumables	0.5%	0.24%	0.24%
eFuel and Tracking Fees	5%	7.3%	7.3%
Vehicle Licences	0.9%	0.7%	0.7%
Building Maintenance	0.07%	0.2%	0.2%
Private Vehicle Hiring	2.4%	2.3%	2.3%
Vehicle Replacements	33%	24.3%	24.3%
Risk and Losses	16.1%	3.9%	3.9%
Fuel	20.3%	35.2%	35.2%
Vehicle Maintenance	14.3%	14.5%	14.5%
Administrative Costs	0.2%	0.3%	0.3%

4. Programme Structure

4.1 Situation analysis

Current situation

The aim of GMT is focused to improve the quality of motor transport services delivered to client departments. GMT is dedicated to maintaining and further enhancing on the objectives of the National Growth and Development Strategy, iKapa Eihlumayo, the Integrated Sustainable Rural Development, Urban Renewal and Batho Pele.

GMT operates as a Trading Entity and in terms of Treasury Regulation 18.2 the Annual Financial Statements (AFS) of trading entities must conform to Generally Accepted Accounting Practice (GAAP). The AFS of GMT does not meet this requirement at present due to the fact that the accounting system (BAS) are cash based, while GAAP requires an accrual based accounting system.

GMT has since the audit of the 2004/2005 AFS proceeded with the compilation of a user requirement for a financial accounting system that complies with GAAP. A request will be forwarded to the National Treasury to obtain approval to acquire the system.

The Fleet Finance Division within GMT is earmarked for a changed environment to meet the present day requirements.

Strategic direction over the next five years

GMT will continue to deliver a cost effective service to its client departments and will on a continuous basis seek improved methods of service delivery and fleet products. Further research and development will be undertaken into economical options for vehicle conversions, maintenance and management of the fleet. The global markets will be explored. These initiatives should influence service delivery at client department level and should therefore positively

PART B: PROGRAMME ANALYSES AND PLANS

contribute towards the achievement of the goals of iKapa Elihlumayo and Batho Pele. The second economy will also benefit through the allocation of the fleet repair and maintenance work to be undertaken.

The fleet management system (FleetMan) utilised by GMT has been designed and enhanced over the past five years to keep track of present day fleet requirements. It is planned to make the system available to other organs of State and through this prevent unnecessary and duplicated development cost.

GMT embarked the route of sophisticated electronic vehicle tracking and fleet control, resulting in a vehicle fleet that can be controlled effectively and also reducing fraud and unnecessary cost. The knowledge and expertise acquired to date will be utilised in the planning and implementation of the envisaged new public transport system in the Western Cape.

4.2 Strategic goals and measurable objectives

The following Table depicts the focal areas within GMT together with the related strategic objectives

Table 4: Strategic goals and measurable objectives

STRATEGIC GOAL 1: Keeping fleet within its life expectancy.
STRATEGIC OBJECTIVES: <ul style="list-style-type: none">• Standard maintenance and repairs.• Regular technical inspections.• Effective utilisation of fleet.
STRATEGIC GOAL 2: Improving vehicle management and control.
STRATEGIC OBJECTIVES: <ul style="list-style-type: none">• Functional Training of Transport Officers.• Implementation of a vehicle tracking and management service.• Enhancement and improvement of the fleet management system (FleetMan).• Management of the risk assessment strategy.• Monitoring of fuel efficiency.• Establishment of a Information Management Bureau.
STRATEGIC GOAL 3: Full recovery of all outstanding debt.
STRATEGIC OBJECTIVES: <ul style="list-style-type: none">• Improved follow-up procedures.• Write-off of old debt which cannot be recovered.• Preventing the further increase of debt.• Utilisation of odometre readings for log capturing.• Electronic publishing of billing data.
STRATEGIC GOAL 4: Development & implementation of effective business processes.
STRATEGIC OBJECTIVES: <ul style="list-style-type: none">• Documentation of all processes.• Evaluation of existing processes.• Determining of gap areas in processes.• Implementation of electronic business process management.• Updating of policy and procedures.
STRATEGIC GOAL 5: Improvement and enhancement of electronic systems.
STRATEGIC OBJECTIVES: <ul style="list-style-type: none">• Updating of server hardware.• Formalising a permanent development team.• Monitoring of development progress.• Roll-out of management services to external clients.• Establishment of a GMT web site.• Improvement of communication platforms.
STRATEGIC GOAL 6: Improvement of quality of service to client departments.

PART B: PROGRAMME ANALYSES AND PLANS

STRATEGIC OBJECTIVES:

- Introduction of a financial client forum.
- Maintain regular operational client forums.
- Establishment of client requirements.
- Re-engineering of used vehicles.
- Conduct yearly client surveys.
- Evaluation of client survey results.
- Implementation of improved procedures.
- Ordering of additional vehicles.
- Provisioning of general hire and privately hired vehicles.

STRATEGIC GOAL 7: Empowerment of clients to manage vehicles effectively.

STRATEGIC OBJECTIVES:

- Regular publishing of management information.
- High level training of clients
- Promotion of new initiatives.

4.3 Measurable objectives, performance indicators and targets

The following Table depicts the measurable objectives, performance indicators and targets in support of the strategic goals:

Table 5: Measurable objectives, performance indicators and targets

Strategic Goal 1									
Keep fleet within its life expectancy									
Measurable Objectives	Output	Performance Measure / Indicator	Target 2005/06	Target 2006/07				Target 2007/08	Target 2008/09
				Q1	Q2	Q3	Q4		
Replacement of vehicles	Replacement programme	% of fleet within norms	93%	90%	90%	91%	92%	93%	93%
Service and maintenance of vehicles	Manufacturers warranties	Vehicles not serviced and maintained	0	0	0	0	0	0	0
Technical inspections	2 X per vehicle per annum	Vehicles not inspected	500	100	100	100	200	400	300
Identify under utilisation	Management reports	% reporting	80%	80%	80%	80%	80%	90%	100%
Maintain the Asset Register	Quarterly reconciliation	% executed	100%	100%	100%	100%	100%	100%	100%

Strategic Goal 2									
Improving vehicle management and control									
Measurable Objectives	Output	Performance Measure / Indicator	Target 2005/06	Target 2006/07				Target 2007/08	Target 2008/09
				Q1	Q2	Q3	Q4		
Training of Transport Officials	20 Sessions per annum	% completed	100%	25%	25%	25%	25%	100%	100%
Implementation of vehicle tracking and control	Fitment of vehicles	Vehicles completed	1 500	250	250	250	250	1 300	120

Strategic Goal 3									
Full recovery of all outstanding debt									
Measurable Objectives	Output	Performance Measure / Indicator	Target 2005/06	Target 2006/07				Target 2007/08	Target 2008/09
				Q1	Q2	Q3	Q4		
Decrease amount of old outstanding debt	Comply with PFMA	Outstanding in Rand value	R20 mil	R15 mil	R15 mil	R10 mil	R10 mil	R10 mil	R5 mil

Strategic Goal 4									
Development & implementation of effective business processes									

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Measurable Objectives	Output	Performance Measure / Indicator	Target 2005/06	Target 2006/07				Target 2007/08	Target 2008/09
				Q1	Q2	Q3	Q4		
Drafting of business processes	Document all business processes per Business Plan requirements	% completed	10%	40%	70%	100%	100%	100%	100%
Evaluation of business processes	Evaluate business processes on a regular basis as per Business Plan requirements	% completed	90%	100%	100%	100%	100%	100%	100%

Strategic Goal 5									
Improvement and enhancement of electronic systems									
Measurable Objectives	Output	Performance Measure / Indicator	Target 2005/06	Target 2006/07				Target 2007/08	Target 2008/09
				Q1	Q2	Q3	Q4		
Updating of server hardware	Maintain equipment in terms of business standards	% completed	80%	90%	95%	100%	100%	100%	100%
Development of GMT web site	Deploy the web site to meet business requirements	% completed	10%	25%	50%	75%	100%	100%	100%
Establishment of an Information Management Bureau	Manage fleet management information	% completed	30%	50%	70%	90%	100%	100%	100%

Strategic Goal 6									
Improvement of quality of service to client departments									
Measurable Objectives	Output	Performance Measure / Indicator	Target 2005/06	Target 2006/07				Target 2007/08	Target 2008/09
				Q1	Q2	Q3	Q4		
Introduction of a financial client forum	Comply with Provincial Treasury requirements	% completed	100%	100%	100%	100%	100%	100%	100%
Maintain regular operational user forums	Comply with Business Plan requirements	Monthly meetings	1	1	1	1	1	1	1
Conduct client surveys	Comply with Business Plan requirements	Yearly surveys	1	1	1	1	1	1	1
Provision of additional vehicles (over above normal replacements)	Order and supply vehicles in terms of client requirements	% availability	100%	100%	100%	100%	100%	100%	100%
Provision of general hire vehicles and privately hired vehicles	Supply temporary and stand-by vehicles as per client requirements	% availability	100%	100%	100%	100%	100%	100%	100%

Strategic Goal 7									
Empowerment of clients to manage vehicles effectively									

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Measurable Objectives	Output	Performance Measure / Indicator	Target 2005/06	Target 2006/07				Target 2007/08	Target 2008/09
				Q1	Q2	Q3	Q4		
Compile and publish operational management information	Regular management information to manage the fleet effectively	Monthly publication	0	1	1	1	1	1	1
Compile and publish risk analyses profiles	Regular management information to address risks effectively	Monthly publication	0	1	1	1	1	1	1

4.4 Analysis of constraints and measures planned to overcome them

GMT already identified the need to establish a dedicated Information Management Bureau to cater for the requirements of the client departments. It is planned to staff the Bureau to deliver services on a fulltime basis. It will serve as a single point of entry for all operational enquiries.

The economic life span of vehicles should improve with the full deployment of the vehicle tracking and control system in the fleet. It is also envisaged that the unauthorised usage of State vehicles should decrease and brought under control with the electronic vehicle issuing and movement reporting on vehicles.

The slow recovery of debt and reconciliation of financial transactions will be eliminated with the planned electronic interface between BAS and FleetMan and the implementation of a debit order system to transfer funds from client departments to cover the Daily and Kilometre Tariff claims.

It is furthermore planned to establish a special Provision for vehicle acquisition (ring fencing of funds) to assist with the yearly replacement of uneconomical and redundant vehicles. This will allow the business to use reserve funds to the benefit of the client departments. The aforementioned Provision will be complimented with a further one to cover all risk related expenditure. The tariffs collected and earmarked for risk management will be utilised for this Provision. All surplus funds will be carried forward to future financial years and taken into account when calculating the Tariffs.

4.5 Description of planned quality improvement measures

GMT is endeavouring to maintain the renewal of the fleet well within each vehicle's life expectancy and to continue with the functional training of the transport officials and to improve vehicle management and control with the implementation of a vehicle tracking and management service.

GMT will continue to make use of FleetMan and the Debtors Management module, as well as the Functional Training Section and the technical staff to measure its performance and objectives. Client surveys will also be used as a measurable objective.

GMT aims to implement the vehicle tracking and management service in full in order to improve the management of the government fleet. Through the implementing of further objectives of iKapa Elihlumayo etc, GMT will have direct control over vehicle repairs, which will be monitored by its technical staff that will report on these measures. GMT will also continue to manage the identified risks by adequate planning and implementing control measures.

4.6 Evaluation of current implementation performance

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4.6.1 Administration

The Fleet Logistics Division is responsible for the regular evaluation of the Human Resource Management/ Development and Labour Relations activities within GMT. A Service Level Agreement has been entered into with the Human Resource Management component at the Head Office of the Department of Transport and Public Works in terms of which functions are regulated. A separate Personnel Forum exists that meets on a bi-monthly basis to manage the functions internally. The four Managers at GMT report directly to the Senior Manager thus ensuring strategic focus around skills development, conflict resolution and labour harmony.

Adult Basic Education and Training (ABET) continues to be rolled out, ensuring that the staff enjoy the benefit of literacy training.

With the conclusion of the first round of the Job Evaluation process in the Department, the process of recruitment and selection has continued at pace. It remains a challenge to fill all vacancies with suitable staff in procession of fleet management skills in terms of employment equity targets.

Human Rights Issues continue to be given prominence. GMT is represented in all Departmental focal units dealing with gender, youth, disability and HIV/Aids, resulting in the implementation of the action plans.

The new Standard Chart of Accounts (SCOA) as well as the conversion of the financial accounting system to the Basic Accounting System (BAS), were successfully implemented.

The Sihluma Sonke Consortium completed the risk assessment for the Department and a three-year strategic annual audit plan has been drawn up.

The GMT Trading Account that was qualified on the basis that the annual financial statements were not prepared in terms of Generally Accepted Accounting Principles (GAAP) has been converted to comply with GAAP. It is also planned to introduce a new financial accounting system meeting the requirements of accrual-based accounting. This will prevent the costly conversion of the financial statements from cash to accrual based.

4.6.2 Organogram

The organogram of GMT is attached as a separate annexure.

The establishment of proper structures and adequate numbers of posts on appropriate levels is designed to ensure effective service delivery to the client departments we serve.

The Department has also concluded the job evaluation process for all the post levels, and has started scheduling the review of this process, as required.

4.6.3 Reporting lines of Senior Manager

The reporting lines to the Senior Manager of GMT are as per the attached organogram. The Senior Manager reports to the Executive Manager as Branch Head of the Roads Infrastructure Branch. The Head of the Department: Transport and Public Works is also the Accounting Officer for the Trading Entity.

4.6.4 Delegations

The Financial Management Branch has issued departmental financial and supply chain management delegations

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signed by the Accounting Officer to complement and support the National Treasury Regulations and Provincial Treasury Instructions. Management responsibilities have been delegated to the appropriated levels of staff. The responsibilities are delegated in terms of the level of competency and monetary value of the decision to be made. Certain responsibilities of the Accounting Officer have not been delegated.

The Financial Control Division of the Department, Provincial Internal Audit Division and the Auditor-General monitor the adherence and compliance with the delegations and Supply Chain Management Practice Notes. The Financial Control Division gives additional training if required. Finance Instructions are issued to standardise departmental procedures relating to the execution of delegations.

Human Resources Management has embarked on a comprehensive review of the HR delegations to ensure improved service delivery and to empower line functionaries in the execution of their responsibility.

4.6.5 Performance Management System

Managing performance is a key human resource management tool to ensure that employees know what is expected of them, managers know whether the employees' performance is delivering the required objectives, poor performance is identified and improved or handled in terms of the disciplinary procedures and or the incapacity code, and that good performance is recognised and appropriately rewarded.

The Staff Performance Management System (SPMS) and Performance Management and Development System (PMDS) are fully implemented and assessment on the evaluation cycle is performed at financial year-end. The systems are now fully implemented, and performance agreements with staff on all levels were signed off. The performance management systems allow for quarterly performance review sessions to ensure that staff not performing on standard get ample opportunity for retraining and redirection. The Individual Development Plan (IDP) forms an integral part of the SPMS, is employed to identify which skills employees require to perform at their peak, and is pivotal in giving effect to the Workplace Skills Plan.

4.6.6 Financial Management

GMT is supported by the Departmental Financial Management Branch. The Department is using the transversal National Treasury financial management systems. In addition to the aforementioned GMT is using the debtor management module within FleetMan as a management and reporting tool to maintain financial and budgetary controls.

Financial staff are earmarked to attend ongoing capacity enhancement training.

4.6.7 Audit Queries

Audit queries that may originate from the yearly audit by the Auditor-General are dealt with and concluded by the Senior Manager: GMT.

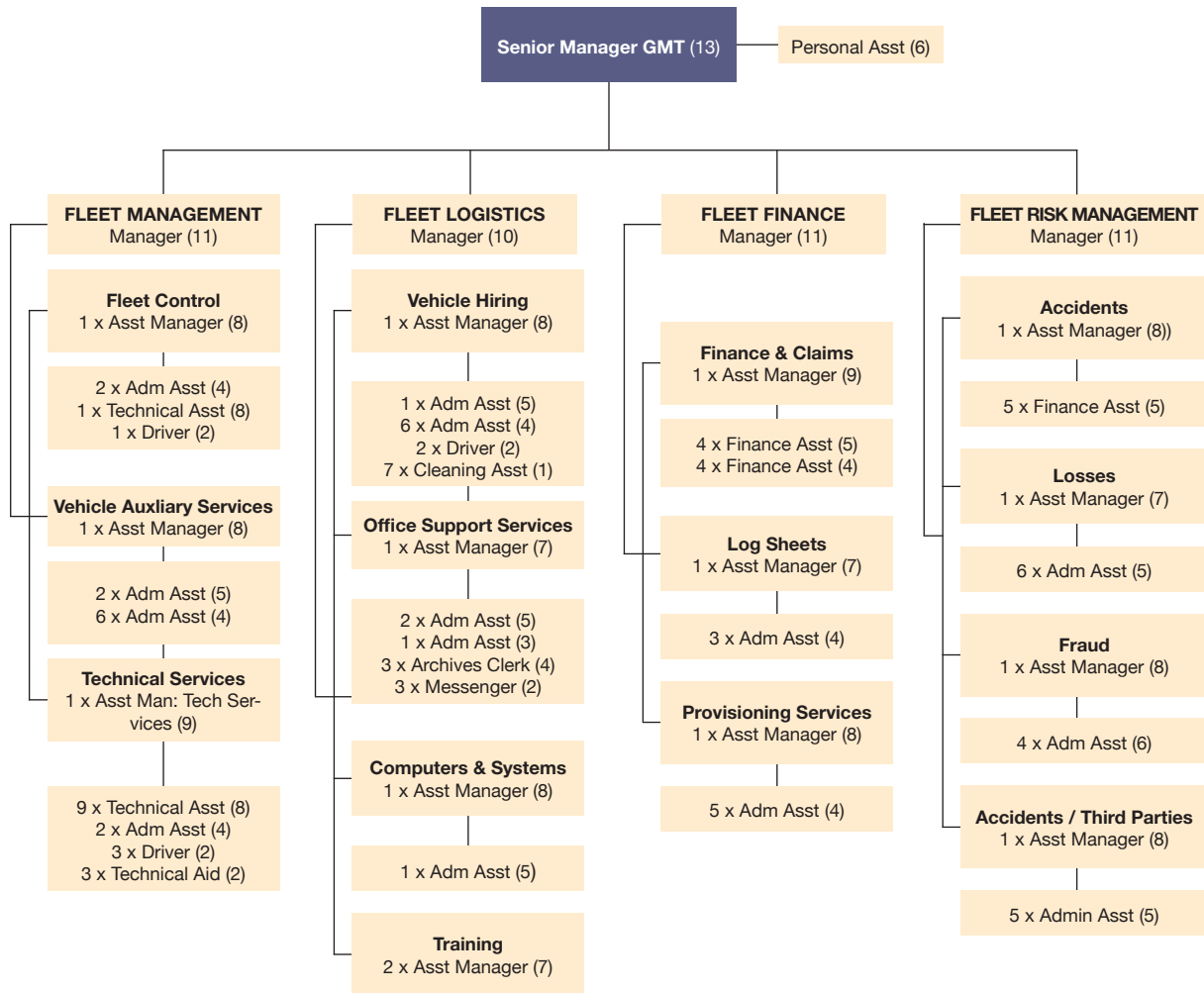
4.6.8 Internal Audit

The internal audit function of the Western Cape Province is being done on a centralised basis.

4.6.9 Implementation of PFMA

GMT regards compliance with the PFMA as a priority.

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• Post level in brackets



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