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Explanatory notes with regard to abbreviations

APP	Annual Performance Plan
BAS	Basic Accounting System
BEE	Black Economic Empowerment
CCGMT	Co-ordinating Committee for Government Motor Transport
COTO	Committee of Transport Officials
EE	Employment Equity
eFuel	Electronic Fuel Purchasing System
FleetMan	Fleet Management System
GAAP	Generally Accepted Accounting Practice
GMT	Government Motor Transport
ICT	Information Communication Technology
ITIL	Information Technology Information Library
LOGIS	Logistical Information System
MIB	Management Information Bureau
Mil	Million
NAPS	Nominated Accounts Payment System
PGWC	Provincial Government Western Cape
PFMA	Public Finance Management Act, 1999 (Act 1 of 1999 as amended)

APOLOGY

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

Foreword

By the Minister Responsible for Transport and Public Works

Government Motor Transport, as a strategic business unit within the Department of Transport and Public Works, fulfils its mandate to deliver cost effective motor transport services to government departments and institutions. These services are streamlined and upgraded on a continuous basis in support of the Government's programmes of delivery towards the 2014 Millennium Development Goals.

A well organised motor transport division dedicated to the core functions related to vehicle fleet management will take the burden off clients to enable them to concentrate on their core functions, thus ensuring high efficiency levels and cost effectiveness at both ends.

Effective business processes and resources in the Trading Entity addressing present day requirements and keeping abreast with modern technology and trends will ensure good value for money on a sustainable basis. The knowledge gained over many years and the sophisticated electronic systems developed by Government Motor Transport will be enhanced further and fully utilised to the benefit of all clients. The sharing of operational knowledge and systems will be rolled out to other organs of State.

I fully endorse this Annual Performance Plan, 2008/2009 and want to provide my assurance that I am committed to its implementation through the professional and practical services offered by Government Motor Transport to the benefit of its clients.

MINISTER M. FRANSMAN

MARCH 2008

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ANNEXURE

Organogram

Part A

Strategic Overview

1. Overview of Strategic Performance Plan

1.1 Historic Perspective

This year's Annual Performance Plan is the third one issued by Government Motor Transport (GMT) separately from the Department of Transport and Public Work's one. However, GMT remains a separate Trading Entity that resorts under the control of the Department.

The trading activities of GMT remained the same as last year and focus mainly on the provision of vehicles to national and provincial departments and institutions used for transportation in order that each client may carry out its services efficiently and effectively. The fleet of vehicles are allocated to the clients for a period equal to the economical life cycle of each class/type of vehicle. A part of the fleet is available on a relief and temporary basis from a general pool. In return GMT charges a daily and a kilometre tariff (usage charges) on the vehicles to recover the capital, running and overhead costs. At the end of the economical life cycle of each vehicle, it is withdrawn from service and replaced with a new one. The old vehicles are sold monthly at public auctions.

1.2 Aim of Annual Performance Plan

This APP seeks the alignment of the activities of GMT to support the iKapa Elihlumayo 2014: A vision of 'A Home for All' strategy. The following is an extract from the White Paper as published in the Provincial Gazette on 15 February 2008:

By 2014, the Western Cape will have made good progress towards becoming a sustainable 'Home for All'. Residents will live in safe, spatially integrated communities, whether poor or rich, girl or boy, regardless of mother tongue, race, creed or where each resident currently lives within either urban or rural areas. The Western Cape will be an empowering place to live, with improved opportunities through shared growth and integrated, sustainable development. All residents will enjoy a quality of life based on improved economic and social opportunities, greater equality and better access to assets, resources and healthy living environments that foster well-being for both today's generations and for generations of the future. This vision will be supported by broader economic participation, which will fuel a higher-than-average growth rate within the carrying capacity of the natural resource base – including our ecosystems of air, water, land and biodiversity – and which will be protected and enhanced by iKapa Elihlumayo.

Furthermore, GMT will strive to meet the service standards required by its client departments/institutions. This would require that it gears itself up to ensure that it is properly structured and has the requisite skills set to deliver. Business processes are scrutinised regularly to determine possible gap areas and recovery strategies to rectify any shortcomings.

It also places a specific responsibility on each staff member, together with strategic direction by the management team of the Entity to ensure that continued services remain in place at a comparative price tag and with acceptable levels of client satisfaction.

2. Strategic Plan Update Analysis

2.1 Background

Although a separate APP is published by this Entity, it will continue to operate under the control of the Department.

2.2 Strategic Planning Process

The management team of the Entity meets on a regular basis to evaluate the strategic direction and to redirect where necessary.

2.3 Vision, Mission and Values

The Vision is set as the best government motor transport service. The following Mission supports the Vision:

To strive to become the leader in government motor transport services by providing quality, integrated and cost effective motor transport services to provincial and national departments/institutions 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.

2.4 Summary of Service Delivery Environment and Challenges

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

2.4.1 Main Services Provided and Standards

GMT's main service is to provide vehicle fleet management services to clients in managing the vehicle fleet of the government. 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.

GMT utilises odometer readings, obtained during the fueling process, together with the monitoring of vehicle movements through installed tracking devices, to compile the monthly accounts of the clients. This ensures that all revenue is recorded in the financial year in which the service is rendered as prescribed in the GAAP Principle for Revenue (AC111/IAS18).

Challenge: The fuel expenditure of the vehicle fleet forms approximately 70% of the running expenditure and GMT will have to focus on this component to manage the utilisation effectively and to contain the high cost of transport. The latter will be assisted through the full use of the eFuel and tracking facilities.

2.4.2 Consultation Arrangements with Clients

The users of the fleet are external clients comprising of provincial and national client departments and institutions. Various client forums and committees are in place to enable regular interaction.

2.4.3 Service Delivery Access Strategy

Service level agreements (SLA) were consulted with the clients to cater for all requirements. It will be ready for implementation towards the end of the 2007/08 financial year.

Challenge: GMT will aim to get the SLA's signed by the clients to regulate the fleet activities.

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 will now be stored in electronic format in the LiveLink system to enable easy access. The services to clients are supported via the Management Information Bureau (MIB) and existing technical help

desk facilities thus ensuring a single point of entry where enquires can be dealt with. The clients all have access to a web enabled fleet management system (FleetMan).

Challenge: The requirements of a GMT website have been drafted and will be utilised in the design of such electronic facility. This initiative which was planned for the 2007/2008 financial year had to be reprioritised for the 2008/2009 year.

2.4.5 Complaints Mechanism/Risk Identification

The GMT MIB serves as a nodal point of contact and delivers the following services in this category:

- The establishment of incident management facilities in line with ITIL (Information Technology Information Library) standards for reporting on accidents, breakdowns, hi-jacking, distress calls and alleged misuse of vehicles. The complaints are logged electronically on a full time basis and followed up with the clients after which feedback is given to the complainants.
- The delivery of vehicle tracking management and reporting facilities. The reports are, inter alia, used to monitor vehicle utilisation.
- The management of stolen vehicle recovery services with the assistance of the South African Police Service and where necessary inclusive of air support.
- All traffic offences committed with official vehicles are captured and analysed as part of the risk management function.

The Entity has identified its own business risks and action plans were developed to contain and manage these risks.

Challenge: The first risk profile reports will be ready for distribution by March 2008. This will enable client departments to take the necessary remedial action against officials.

2.5 Summary of Organisational Environment and Challenges

The present organisation and establishment has undergone minor adjustments in the last few years to streamline the organisation to ensure acceptable service delivery standards. The changing government environment and constant high expectations of the clients necessitated further work to be undertaken to ensure an effective service delivery environment. The necessary amendments to the establishment and a realistic work force will be included in the next round of the revision of post levels that will form part of the redesign of the departmental micro structure.

In terms of the Provincial Cabinet approval (Minute 40/2006 dated 28 February 2006) to share computerised application systems, such as FleetMan with other organs of government e.g. provincial and national departments, consultation has commenced via the COTO Co-ordinating Committee for Government Motor Transport (CCGMT) and sparked enthusiasm from the other Provinces and Municipalities in the Western Cape. The design of a dynamic database and related functionalities are in the planning stages and should be finalised towards the end of the 2007/2008 financial year.

Challenge: GMT will have to utilise the functionality of the fleet management system (FleetMan) to manage more effectively and to minimise cost to the benefit of its clients.

2.6 Legislative Prescripts

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

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
Debt Collectors Act, 1998 (Act 114 of 1998)
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)

Institution of legal proceedings against certain Organs of the State, 2002 (Act 40 of 2002)
Labour Relations Act, 1995 (Act 66 of 1995)
National Archives Act, 1996 (Act 43 of 1996)
National Education Policy Act, 1996 (Act 27 of 1996)
Occupational Health and Safety Act, 1993 (Act 85 of 1993)
Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000)
Promotion of Administrative Justice Act, 2000 (Act 3 of 2000)
Promotion of Access to Information Act, 2000 (Act 2 of 2000)
Public Finance Management Act, 1999 (Act 1 of 1999 as amended by Act 29 of 1999), Treasury Regulations and Provincial Treasury Instructions
Public Service Act, 1994 (Act 103 of 1994) and 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 Information Systems

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.

CMATS: The system is used to track and manage progress of issues/correspondence/submissions.

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.

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. The system is also available to clients to assist them with control and management of the vehicle fleet. The web version of the system is utilised by officials (during and outside normal working hours via remote/internet access) and by clients (on the same basis) 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.

Information Communication Technology (ICT) Plan: Keeping record of the status of all the system requirements. It aligns system requirements with departmental objectives and strategies, and with PGWC ICT strategies.

Live Link (File Tracking): The system enables staff to track the movement of office files.

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.

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 clients for the use of official vehicles. The tariffs are reviewed on a yearly basis to provide for possible increases.

The Western Cape Supplier Database: The data base is used for all suppliers on the LOGIS system, country wide.

Tradeworld Electronic Purchasing System: The system is utilised to purchase goods and services via the LOGIS system with a value above R 5 000 but not exceeding R100 000.

Vehicle Tracking and Control System: The vehicle tracking and control system consists of a tracking unit with an on board computer that is installed in the vehicle together with an antenna and a display unit/terminal. 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 on board 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.

Part B

Programme and Plans

3. Government Motor Transport

3.1 Situational Analysis

A single Programme accommodates GMT, which is responsible to provide cost effective, and quality motor transport to provincial and national government departments and institutions.

GMT in its drive to drastically enhance service delivery opted to install eFuel card free technology in the vehicles to ensure better management and control with regard 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 in excess of R500 million. These two initiatives will further compliment the electronic fleet management system.

3.2 Policies, Priorities and Strategic Objectives

3.2.1 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 Entity. Transversal policy is developed and supported via the 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.

3.2.2 Priorities

The activities of GMT are to a large extent influenced by the financial environment and the requirements set by its clients. Funds are not allocated via the normal budget process applicable to government departments. Income is derived mainly from the tariff structure. The tariffs per financial year are based on actual expenditure over the previous financial year plus a percentage increase, obtained from statistical sources, to allow for future growth and through a process of consultation with clients.

The following priorities have been identified:

- The acquiring and implementation of a GAAP compliant accounting system.
- The full roll-out of the existing MIB on a full time basis (including after hours service).
- The further enhancement of electronic systems to keep up with present day expectations.
- The further development and optimisation of human capital.
- The implementation of SLA's with all clients and an internal service standard charter.
- The full implementation of a competitive approach in all business processes.
- The roll-out of FleetMan to other organs of government.

3.2.3 Strategic Objectives

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

STRATEGIC GOAL 1: Keeping the fleet within its life expectancy.

STRATEGIC OBJECTIVES:

- Planned replacement of vehicles.
- Standard maintenance and repairs.
- Regular technical inspections.
- Effective utilisation of fleet.

STRATEGIC GOAL 2: Improving vehicle management and control.

STRATEGIC OBJECTIVES:

- Functional training of transport officers.
- Implementation & maintenance of a vehicle tracking and control service.
- Enhancement and improvement of FleetMan.
- Equitable distribution of maintenance/repair/conversion work activities to merchants.
- Management of the risk assessment strategy.
- Monitoring of fuel efficiency.
- Management of misuse complaints and traffic violations.

STRATEGIC GOAL 3: Full recovery of all outstanding debt.

STRATEGIC OBJECTIVES:

- Improved follow-up procedures.
- Write-off of old debt that cannot be recovered.
- Preventing the further increase of debt.
- Electronic publishing of billing data.

STRATEGIC GOAL 4: Development & implementation of effective business processes.

STRATEGIC OBJECTIVES:

- Documentation and update 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:

- Updating of server and desktop 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 clients.

STRATEGIC OBJECTIVES:

- Maintain regular operational and financial client forums.
- Establishment of client requirements.
- Refurbishment 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, guidelines, risk trends, tips and analysis.
- High level training of clients
- Promotion of new initiatives.

3.3 Analysis of Constraints and Measures Planned to Overcome them

GMT utilises technology to support its services rendered to client departments. However, an effective and efficient work force is required deliver comprehensive fleet services. Changes to the human resource requirements are identified in conjunction with the Human Capital Management component of the Department of Transport and Public Works. The additional requirements form part of the micro organisational re-structuring project to be processed during the 2008/2009 financial year. Internal changes to the organisation were made in terms of Departmental Human Capital Management Delegations.

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 government vehicles should decrease and be brought under control with the electronic vehicle issuing and activity reporting on vehicles.

The slow manual reconciliation of financial transactions will be eliminated with the planned implementation of electronic interfaces between BAS and FleetMan and the envisaged GAAP compliant accounting system. The establishment of a debit order system to transfer funds from clients to cover the Daily and Kilometre Tariff claims will only be furthered after full implementation of the new accounting system.

3.4 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 and financial officials and to improve vehicle management and control with the assistance of the vehicle tracking and control system and output data received from the service providers responsible for maintenance and fuel management of the fleet. New service providers were appointed with effect from 1 October 2007 to deliver services based on the specific requirements of GMT.

GMT will continue to make use of FleetMan, 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 completed the implementation of the vehicle tracking and control system in full during the 2007/2008 financial year in order to improve the management of the government fleet. Through the implementation of further objectives of iKapa Elihlumayo, 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.

3.5 Specification of Measurable Objectives and Performance Indicators

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

Strategic Goal 1									
Keep fleet within its life expectancy									
Measurable Objectives	Output	Performance Measure/ Indicator	Actual Achieve- ment 2007/08	Target 2008/09				Target 2009/10	Target 2010/11
				Q1	Q2	Q3	Q4		
Replacement of vehicles	Replacement programme	% of fleet within norms	90	90	90	91	92	93	94
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 inspected	95	20	20	48	10	98	100
Identify under utilisation	1 X set of management reports per client per month	Monthly publication	12	3	3	3	3	12	12
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	Actual Achieve- ment 2007/08	Target 2008/09				Target 2009/10	Target 2010/11
				Q1	Q2	Q3	Q4		
Training of transport officials (operational)	5 X Sessions per annum	Sessions completed	5	1	1	3	0	6	6
Training of transport officials (FleetMan)	25 X Sessions per annum	Sessions completed	25	6	6	8	5	25	25
Implementation of vehicle tracking and control	Fitment of initial vehicle fleet	Vehicles completed	3 594	150	150	150	0	0	0
Implementation of vehicle tracking and control (new vehicles)	Fitment of additional vehicles added to the fleet	% Vehicles completed	100	100	100	100	100	100	100
Maintaining of vehicle tracking and control system	Maintenance of existing vehicles	% Vehicles completed	100	100	100	100	100	100	100
Equitable distribution of maintenance/repair/conversion work activities to	Increased BEE market share	% Value of monthly expenditure	20	22	23	25	30	35	35

merchants.									
Misuse complaints logged and followed up	To register all reported cases in FleetMan, and refer to the Client Departments for feedback	Number of cases reported	851	0	0	0	0	0	0
Managed traffic violation incident documentation	To register all reported cases in FleetMan, and forward to Client Departments	Number of traffic violation incident documentation received	6424	0	0	0	0	0	0
Logging of incidents by MIB	To register all reported cases in FleetMan, and forward to the Divisions Fleet Risk Management and Fleet Management for further attention	Number of cases reported		0	0	0	0	0	0
Risk Management Module in FleetMan	To register all reported losses in FleetMan, and finalize these cases into the GMT self insured strategy	% executed	100	100	100	100	100	100	100

Strategic Goal 3	Full recovery of all outstanding debt								
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Measurable Objectives	Output	Performance Measure/ Indicator	Actual Achievement 2007/08	Target 2008/09				Target 2009/10	Target 2010/11
				Q1	Q2	Q3	Q4		
Decrease amount of outstanding debt (older than 1 year)	Comply with PFMA	Outstanding in Rand value	R14 mil	R2 mil	R2 mil	R3 mil	R3mil	R8 mil	R3 mil
Debtor Management module in FleetMan	Improved follow-up procedures, utilisation of odometer readings for log capturing and electronic publishing of billing data	% completed	90%	100%	100%	100%	100%	100%	100%

Strategic Goal 4	Development & implementation of effective business processes								
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Measurable Objectives	Output	Performance Measure/ Indicator	Actual Achievement 2007/08	Target 2008/09				Target 2009/10	Target 2010/11
				Q1	Q2	Q3	Q4		
Drafting of business processes	Document all business processes as per Business Plan requirements	% completed	75	20	20	20	20	100	100
Maintaining/upkeep of business processes	Maintain all business processes as per	% completed	80	5	5	5	5	100	100

	Business Plan requirements								
Evaluation of business processes	Evaluate business processes on a regular basis as per Business Plan requirements	% completed	100	25	25	25	25	100	100
Strategic Goal 5	Improvement and enhancement of electronic systems								
Measurable Objectives	Output	Performance Measure/ Indicator	Actual Achievement 2007/08	Target 2008/09				Target 2009/10	Target 2010/11
				Q1	Q2	Q3	Q4		
Updating of computer server and associated desktop hardware	Maintain equipment in terms of business standards	% completed	80	5	5	10	0	100	100
Development of GMT web site	Deploy the web site to meet business requirements	% completed	60	10	10	10	10	100	100
Full deployment of the MIB	Manage fleet management information	% completed	25	0	25	25	25	100	100
Strategic Goal 6	Improvement of quality of service to clients								
Measurable Objectives	Output	Performance Measure/ Indicator	Actual Achievement 2007/08	Target 2008/09				Target 2009/10	Target 2010/11
				Q1	Q2	Q3	Q4		
Maintain regular operational and financial client forums	Comply with Business Plan requirements	Monthly meetings	12	3	3	3	3	12	12
Conduct client surveys	Comply with Business Plan requirements	Yearly survey	1	0	0	1	0	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
Vehicle Technical Helpdesks maintained	To scrutinize and approve received authorisations	% completed	100	100	100	100	100	100	100
Strategic Goal 7	Empowerment of clients to manage vehicles effectively								

Measurable Objectives	Output	Performance Measure/ Indicator	Actual Achieve- ment 2007/08	Target 2008/09				Target 2009/10	Target 2010/11
				Q1	Q2	Q3	Q4		
Compile and publish operational management information	1 X Set of management information to manage the fleet effectively per client and to keep GMT staff and Client Departments informed	Monthly publication	12	3	3	3	3	12	12
Compile and publish risk analyses profiles	1 X Set of management information to address risks effectively per client	Monthly publication	0	3	3	3	3	12	12
Dedicated full time misuse report line	To register and act on all reported cases/calls	% completed	100	100	100	100	100	100	100
Web-enabled FleetMan	Roll out of FleetMan as per Business Plan requirements	% completed	100	100	100	100	100	100	100
MIB established	To distribute MIS information to Client Departments	% completed	80	80	80	100	100	100	100

3.6 Organogram

The organogram of GMT is attached as an annexure to the APP.

3.7 Financial Management

3.7.1 Control and Systems

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 and BAS as management and reporting tools to maintain financial and budgetary controls.

3.7.2 Strategies to Address Audit Queries

GMT forms part of the Departmental steering committee that has been instituted to guide and assist the audit process and to ensure that the audit communications (formally known as queries) are replied to within the agreed timeframes. Secondly procedures have been implemented to ensure that quality control is exercised on replies to the audit communications and related requests. Furthermore, matters contained in the auditors management letter and the audit report are continuously addressed to find and implement solutions.

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

3.7.3 Implementation of PFMA

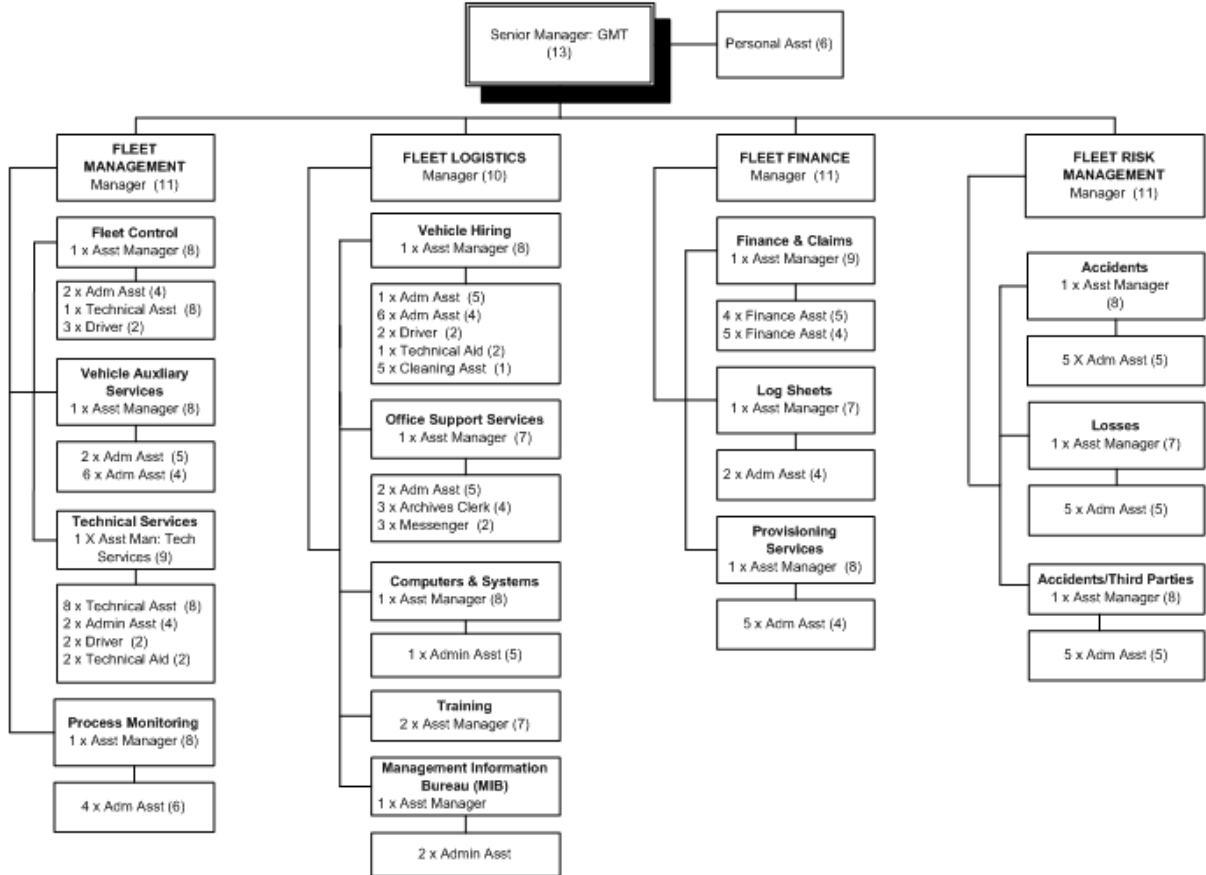
The PFMA assumes a phased approach towards improving the quality of financial management. The Department is in different phases of implementation, focussing on both the basics of financial management and on the efficient and effectiveness of programmes and best practice financial management. The Department reports on a quarterly basis on the progress made with the implementation of the normative measures via the Provincial Treasury to the National Treasury.

The planning and reorganising the Financial Control component of the Department to serve GMT as well with the aim to strengthen monitoring, evaluation and analysis was completed in 2006/07. It is the intention to implement the new structure during 2007/08.

An Enterprise Risk Management component to serve GMT as well was established during 2006/07 and became operational during 2007/08.

In 2003/04 the Provincial Cabinet approved a centralised internal audit function for the Province shared across departments. The Department of Transport and Public Works is thus also serviced by the centralised Internal Audit function and falls under the authority of the Shared Audit Committee. The latter also has responsibility in respect of GMT. The Shared Internal Audit Service operating under the auspices of the Provincial Treasury indicated that the Provincial Cabinet is currently considering a proposed restructuring of the Internal Audit function of the Province. Should the proposal be approved, an internal audit function will be decentralised to the Department of Transport and Public Works during 2010/2011. However, it is the intention that a dedicated audit committee be established for the Department during 2007/08. GMT will then also be the responsibility of that audit committee and thus continue to share in the centralised Internal Audit Service. The process and control maps that were previously completed by Internal Audit as well as internal audits on four audit areas in GMT namely Fleet Management, Fleet Risk Management, Fleet Finance and Fleet Logistics that formed part of the Departmental audit plan have been revisited and updated with the latest information. Internal Audit also performed a general computer control review on FleetMan and other systems utilised by GMT. The outcome of this audit will be finalised towards the end of the 2007/2008 financial year.

ORGANOGRAM



Post levels in brackets