



# DEPARTMENT of TRANSPORT & PUBLIC WORKS

Provincial Government of the Western Cape



**Government Motor Transport  
Annual Performance Plan  
2011/12**

# **Department of Transport and Public Works: Government Motor Transport Western Cape (GMT)**

## **Annual Performance Plan**

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**for  
2011 – 2012**

**Province of the Western Cape**

**March 2011**

**ISBN Number – 978-0-621-39902-8**  
**PR Number – PR32/2011**

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## **APOLOGY**

We fully acknowledge the Province's language policy and endeavour to implement it. It has been our experience that the English version is in the greatest demand. Consequently, the document will be available in the other two official languages as soon as possible. In the event of any discrepancy between the different translations of this document, the English text shall prevail.

## **NOTE**

To support the Department's drive for a paperless environment and improved electronic content management, minimum hard copies of this Annual Performance Plan will be available.

## **VERSKONING**

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

## **NOTA**

Ten einde die Departement se strewe na 'n papierlose omgewing en verbeterde elektroniese inhoud bestuur te ondersteun, sal minimum harde kopieë van hierdie Jaarlikse Prestasie Plan beskikbaar wees.

## **ISINGXENGXEZO**

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

## **QAPHELA**

Ukuxhasa iinzame zelisebe zokusebenza kwimeko nesimo sokucutha ukusetyenziswa kwamaphepha nokuphuhliswa kolawulo ziqulatho zezixhobo zongxulumelwano ngombane, kuyakuzanywa ushicilelo oluncitshisiwe loluxwebhu.

## **FOREWORD**

This Annual Performance Plan summarises the second year of delivery for the five year Strategic Plan beginning in 2010 and is a key step to realising the objectives set in the Strategic Plan. Continuous monitoring and evaluation of GMT in terms of its performance will continue, while corrective measures will be taken should they be required. GMT will continue to address present day requirements, keep abreast with modern technology and trends, and ensure value for money on a sustainable basis.

The global threat and influence that engine emissions have on the climate will stay a focal area of continued research and development of measures to limit the effects on the environment.

GMT is entering a new and exciting chapter in this new financial year with the full implementation of the Generally Accepted Accounting Practices (GAAP) processes and systems. This initiative will require hard work on the part of the GMT team and the full, continued cooperation of client departments, the Department of the Premier (Cel) and Provincial Treasury.

This Annual Performance Plan has set targets that are closely monitored to ensure high levels of service delivery to client departments.

I endorse the contents of this plan and commit to supporting it and ensuring its implementation.

I wish to thank the management and staff of GMT for their efforts in developing the way forward. I would also like to thank my Cabinet colleagues and heads of client departments for their input and continued support.

A handwritten signature in black ink, appearing to read 'R. Carlisle', is positioned above a solid red horizontal line. To the left of the signature, there is a short vertical black line.



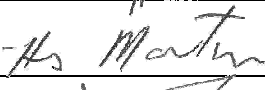



**ROBIN CARLISLE**  
**Executive Authority**  
**Department of Transport and Public Works**

**Date: 22 February 2011**

## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of GMT and the Department of Transport and Public Works under the guidance of MEC Robin Carlisle.
- Was prepared in line with the current Strategic Plan of GMT
- Accurately reflects the performance targets which GMT will endeavour to achieve given the resources made available in the budget for 2011/12.

Top Management Member		Signature
Johan Koegelenberg	Senior Manager: Government Motor Transport	
Yasir Ahmed	Assistant Executive Manager: Transport Operations	
Hannes Mouton	Executive Manager: Provincial Roads and Transport Management	
Cedric Ismay	Chief Financial Officer	
Jacqueline Gooch	Executive Manager: Strategy, Planning and Co-ordination	
Johan Fourie	Accounting Officer	

Approved by:



**ROBIN CARLISLE**  
Executive Authority

**Date: 22 February 2011**

It is important to note that this Annual Performance Plan represents the second year of the five year Strategic Plan period and must thus be read in conjunction with GMT's five year Strategic Plan and the medium term Estimates of Provincial Expenditure, Budget 2011.

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## PART A: STRATEGIC OVERVIEW

### 1. Updated situational analysis

The situational analysis is the same as that captured in the Strategic Plan for the fiscal years 2010 - 2014.

#### 1.1 Performance delivery environment

There are no changes to the performance delivery environment from that captured in the Strategic Plan.

#### 1.2 Organisational environment

There are no changes to the organisational environment from that captured in the Strategic Plan.

### 2. Revisions to legislative and other mandates

There are no changes to GMT's legislative and other mandates from those captured in the Strategic Plan.

### 3. Overview of 2011 Budget and MTEF estimates

The purpose of GMT is to provide quality, integrated and cost effective motor transport to State clients. The budget comprises of two sub-programmes namely Administration and Vehicle Provision.

#### 3.1 Payments and Estimates

The Tables below shows the summary of Payments and Estimates.

**Table 1: Summary of Payments and Estimates**

Summary of payments and estimates - Details of Provincial Motor Transport Trading Entity Department of Transport and Public Works										
Sub-programme R'000	Outcome			Main appro- priation 2010/11	Adjusted appro- priation 2010/11	Revised estimate 2010/11	Medium-term estimate			
	Audited 2007/08	Audited 2008/09	Audited 2009/10							% Change from Revised estimate 2010/11
							2011/12	2012/13	2013/14	
1. Fleet Operations	198 269	411 016	323 781	466 040	466 040	466 040	523 359	546 866	569 354	12.30
<b>Total payments and estimates</b>	198 269	411 016	323 781	466 040	466 040	466 040	523 359	546 866	569 354	12.30

**Note:** The Government Motor Transport budget for the main appropriation (2010/11) and the adjustments estimate (2010/11) has been prepared in terms of Generally Accepted Accounting Practice (GAAP).

Table 2 below (refer to next page) shows the summary of Payments and Estimates per economic classification.

**Table 2: Summary of Payments and Estimates per economic classification**

		Payments and estimates - Details of Provincial Motor Transport Trading Entity									
		Department of Transport and Public Works									
Economic classification R'000		Outcome			Main appro- priation	Adjusted appro- priation	Revised estimate	Medium-term estimate			
		Audited 2007/08	Audited 2008/09	Audited 2009/10							% Change from Revised estimate
Operating budget	198 269	271 138	264 288	332 072	332 055	332 039	369 578	392 122	413 690	11.31	
Compensation of employees	13 328	14 016	16 642	18 097	18 097	18 097	24 484	25 977	27 406	35.29	
Administrative expenditure	11 690	16 404	14 782	22 387	28 050	26 313	25 994	27 579	29 098	(1.21)	
Operating expenditure	120 802	181 149	146 667	210 272	205 862	207 583	235 964	250 359	264 127	13.67	
Depreciation	41 269	46 447	72 713	67 855	65 192	65 192	76 827	81 514	85 997	17.85	
Amortisation	682	940	1 228		1 663	1 663	2 500	2 652	2 798	50.33	
Accident and losses	1 982	2 706	2 038	3 100	3 100	3 100	3 298	3 499	3 692	6.39	
Other expenses		1									
Operating leases	8 516	9 475	10 218	10 361	10 091	10 091	511	542	572	( 94.94)	
Capital budget	139 878		59 493	133 968	133 985	134 001	153 781	154 744	155 664	14.76	
Buildings and other fixed structures						19	50	53	56	163.16	
Machinery and equipment >R5000		137 466	55 004	125 708	125 708	125 708	138 793	138 841	138 887	10.41	
Land and subsoil assets											
Software and other intangible assets		2 412	4 489	7 802	7 802	7 802	14 249	15 119	15 950	82.63	
Machinery and equipment <R5000				458	475	472	689	731	771	45.97	
Total economic classification	198 269	411 016	323 781	466 040	466 040	466 040	523 359	546 866	569 354	12.30	
Total Expenditure	198 269	411 016	323 781	466 040	466 040	466 040	523 359	546 866	569 354	12.30	
Less Estimated revenue	( 301 978)	( 490 920)	( 441 428)	( 575 307)	( 581 368)	( 504 512)	( 610 513)	( 637 781)	( 663 866)	21.01	
(Surplus)/ Deficit to be voted	( 103 709)	( 79 904)	( 117 647)	( 109 267)	( 115 328)	( 38 472)	( 87 154)	( 90 915)	( 94 512)	126.54	

### 3.2 Revenue

GMT's expenditure is mainly funded / financed through daily and kilometre tariff charges paid by client departments (users) for the use of the vehicle fleet. Other income is made up of claims instituted against client departments, insurance companies and private parties for losses suffered by the State, monies earned at auctions for withdrawn and sold vehicles and service charges not covered by the tariffs (e.g. tracking data communication costs). Annual tariff increases are calculated by GMT based on operational expenditure forecasts and indices and submitted to the Provincial Treasury for approval before the start of the new financial year.



## PART B: PROGRAM PLANS

### 4. Performance targets and indicators

This section of the Annual Performance Plan sets the performance targets for the upcoming financial year and over the MTEF for each strategic objective identified in Part B of the Strategic Plan. Performance indicators that will facilitate the assessment of the overall performance of GMT are also included.

The Table below reflects the strategic objectives as per the Strategic Plan.

**Table 3: Strategic Objectives**

<b>Strategic Objective 1.1</b>	Provide a vehicle fleet.
<b>Strategic Objective 2.1</b>	An effectively utilised vehicle fleet.
<b>Strategic Objective 3.1</b>	Excellent client satisfaction rating.
<b>Strategic Objective 4.1</b>	An unqualified external audit opinion annually.
<b>Strategic Objective 4.2</b>	Improved financial management capability.
<b>Strategic Objective 5.1</b>	Improved operational capability.
<b>Strategic Objective 6.1</b>	An effective fleet management system.

#### 4.1 Strategic objective annual targets for 2011/12

The Strategic Objective indicators and targets below are the higher order indicators and targets linked to the strategic objectives in the Strategic Plan. The Strategic Objective Indicator number refers to the Strategic Objective contained in the Strategic Plan.

**Table 4: Strategic objectives indicators and medium term targets**

Strategic objective indicator		Audited/Actual performance			Estimated performance 2010/11	Medium-term targets		
		2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
1.1	No of vehicles in the fleet	4 099	4 392	4 791	4 680	4 700	4 720	4 745
2.1	No of vehicles travelling more than 1 750 kilometres per month	n/a	n/a	1 467	1 594	1 700	2 000	2 500
3.1	No of client surveys conducted	1	1	1	1	1	1	1
4.1	No of findings leading to a qualified audit report	0	0	0	0	0	0	0
4.2	Financial rating achieved	n/a	n/a	3	3+	3+	3+	3+
5.1	No of business processes documented	n/a	n/a	61	55	20	25	30
6.1	No of system enhancements achieved	n/a	n/a	95	134	120	125	130

#### 4.2 Performance indicators and annual targets for 2011/12

The Performance Indicators and targets set out in the Table below are lower order indicators linked to the strategic objectives in the Strategic Plan. The Performance Indicator number refers to the Strategic Objective Indicator number stated above.

**Table 5: Performance indicators and annual targets for 2011/12**

Strategic objective indicator		Audited/Actual performance			Estimated performance 2010/11	Medium-term targets		
		2007/08	2008/09	2009/10		2011/12	2012/13	2013/14
1.1.1	No of replacement vehicles acquired	204	491	158	394	250	250	250
1.1.2	No of vehicles added to the fleet	149	211	76	120	20	20	25
1.1.3	No of vehicles hired	727	976	22	20	30	20	20
2.1.1	No of vehicles serviced and maintained	n/a	n/a	5 887	6 430	6 500	6 500	6 500
2.1.2	No of vehicle inspections carried out	6 239	7 466	9 527	6 710	6 960	7 210	7 460
2.1.3	No of merchant inspections carried out	n/a	16	13	13	50	75	100
2.1.4	No of updates of the asset register	n/a	4	4	4	4	4	4
3.1.1	No of tracking units provided	n/a	n/a	4 340	4 380	4 380	4 385	4 390
3.1.2	No of eFuel units provided	4 072	4 192	3 851	4 192	4 192	4 317	4 447
3.1.3	No of Client Forums maintained	n/a	7	9	6	6	6	6
3.1.4	No of policy and guideline circulars issued	55	53	34	34	45	45	45
4.1.1	No of phases completed of GAAP system implementation	n/a	n/a	2	5	6	-	-
4.2.1	No of business processes documented	n/a	105	61	55	20	25	30
4.2.2	No of documented business processes reviewed	n/a	n/a	12	22	15	18	20
5.1.1	No of transport officers trained (operational)	n/a	64	n/a	80	80	80	80
5.1.2	No of transport officers trained (FleetMan)	n/a	n/a	n/a	10	10	12	15
5.1.3	No of misuse complaints processed	n/a	671	550	600	600	550	540
5.1.4	No of traffic violations processed	7 419	7 869	4 137	4 917	4 917	4 425	3 983
5.1.5	No of 3 <sup>rd</sup> party claims processed	97	106	105	112	112	112	112
5.1.6	No of accident and losses incidents processed	1 979	2 220	1 972	2 100	2 100	2 120	2 120
6.1.1	No of registered FleetMan users	n/a	n/a	305	295	315	315	315

#### 4.3 Quarterly targets for 2011/12

The quarterly targets for the performance indicators identified above are set out in the Table below (refer to next page).

**Table 6: Performance indicators and quarterly targets**

Performance indicator		Reporting period	Annual target 2011/12	Quarterly targets			
				1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
1.1.1	No of replacement vehicles acquired	Quarterly	250	75	25	0	25
1.1.2	No of vehicles added to the fleet	Annually	20	-	-	-	20
1.1.3	No of vehicles hired	Annually	30	-	-	-	30
2.1.1	No of vehicles serviced and maintained	Annually	6 500	-	-	-	6 500
2.1.2	No of vehicle inspections carried out	Quarterly	6 960	2 100	1 860	1 550	1 450
2.1.3	No of merchant inspections carried out	Annually	50	-	-	-	50
2.1.4	No of updates of the asset register	Quarterly	4	1	1	1	1
3.1.1	No of tracking units provided	Annually	4 380	-	-	-	4 380
3.1.2	No of eFuel units provided	Annually	4 192	-	-	-	4 192
3.1.3	No of Client Forums maintained	Quarterly	6	2	2	1	1
3.1.4	No of policy and guideline circulars issued	Quarterly	34	8	8	8	10
4.1.1	No of phases completed of GAAP system implementation	Quarterly	6	6	6	6	6
4.2.1	No of business processes documented	Annually	20	-	-	-	20
4.2.2	No of documented business processes reviewed	Annually	15	-	-	-	15
5.1.1	No of transport officers trained (operational)	Annually	80	-	-	-	80
5.1.2	No of transport officers trained (FleetMan)	Annually	10	-	-	-	10
5.1.3	No of misuse complaints processed	Annually	600	-	-	-	600
5.1.4	No of traffic violations processed	Annually	4 917	-	-	-	4 917
5.1.5	No of 3 <sup>rd</sup> party claims processed	Annually	112	-	-	-	112
5.1.6	No of accident and losses incidents processed	Annually	2 100	-	-	-	2 100
6.1.1	No of registered FleetMan users	Annually	315	-	-	-	315

#### 4.4 Performance and expenditure trends

The Table below indicates the key activities that are to be undertaken by GMT, with their concomitant allocations for 2011/12:

**Table 7: Key activities**

KEY ACTIVITIES TO ACHIEVE OBJECTIVES	ALLOCATION 2011/12 (R'000s)
Replacement of vehicles	138 000
Maintenance and repairs of vehicles	67 925
Provision of fuel	116 600
External Audit fees payable	2 200
Electronic systems implementation (including professional contracted-in resources)	20 112

## **PART C: LINKS TO OTHER PLANS**

### **5. Links to the long-term infrastructure and other capital plans**

GMT provides inputs into the departmental Infrastructure Plan.

### **6. Conditional grants**

GMT does not have any conditional grants.

### **7. Public entities**

GMT operates as a Trading Entity under the auspices of the Department of Transport and Public Works.

### **8. Public-private partnerships (PPP)**

GMT is not engaged in any PPP.



To obtain copies of this document please contact:

**PR33/2011**

**ISBN: 978-0-621-39903-8**

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