



Western Cape
Government

Transport and Public Works



Strategic Plan 2020-2025

Government Motor Transport (GMT)

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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 of the Western Cape 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 paper-less environment and improved electronic content management, minimal hard copies of this Strategic Plan 2020/21 – 2024/25 will be available.

VERSKONING

Ons gee volle erkening aan die Provinsie se taalbeleid en streef daarna om dit toe te pas. Praktyk het egter geleer dat die Engelse weergawe van die dokument die grootste aanvraag het. Die dokument sal gevolglik so gou moontlik in die ander twee amptelike tale van die Wes-Kaap beskikbaar wees. In die geval van enige teenstrydigheid tussen die verskillende vertalings van hierdie dokument, sal die Engelse teks geld.

NOTA

Ten einde die Departement se strewe na 'n minder-papier omgewing en verbeterde elektroniese inhoud bestuur te ondersteun, sal minimum harde kopieë van hierdie Strategiese Plan 2020/21 – 2024/25 beskikbaar wees.

ISINGXENGXEZO

Siyawuqonda umgaqo-Nkqubo weelwimi wePhondo kwaye siyazama ukuwufezekisa. Kambe ke esiyiqwalaseleyo yeyokuba lulwimi lwesiNgesi olufunwa ngamandla. Oluxwebhu luyakufumaneka nangezinye iilmimi ezimbini ezisemthethweni zaseNtshona Koloni kwakamsinya.

QAPHELA

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

Executive Authority statement

I am pleased to present the Strategic Plan for the period 1 April 2020 to 31 March 2025. The purpose of this plan is to provide the strategic direction and vision for Government Motor Transport (GMT) Western Cape as a trading entity within the administration of the Department of Transport and Public Works (DTPW).

Our country faces many challenges both on the domestic front and an ever-changing and evolving global arena. The 2020 State of the Nation Address, highlighted some key social, economic and environmental challenges such as job creation, poverty alleviation, cost reduction, electricity and water amongst others and the need to foster public private partnerships (PPPs) in order to provide workable solutions to those challenges. The Fourth Industrial Revolution (4IR), defined by the World Economic Forum as “technology-driven human-centric change” is upon us. It heralds a new era that comes with significant opportunities and it also threatens to increase the divide between our citizens and the “new” way that people will live, work and operate.

GMT's response has been to become an agile organisation driven by research and development (R&D) that tactically shifts towards an innovative culture. This promises to harness benefits from the 4IR and pass that benefit on to its client institutions and ultimately to the citizens that we serve.

Over the past few years DTPW and GMT started introducing key drivers of the 4IR such as the internet-of-things (IoT), big data, automation, electronic and alternative fuel vehicles and artificial intelligence (AI) through the e-Merge incubator programme. GMT's in-vehicle technology for traffic law enforcement, vehicle tracking systems, specialised vehicles (e.g. the Mobile Evidentiary Breath Alcohol Testing [EBAT] vehicles) and the issuing of driver tags for improved monitoring of driver behaviour has been well received. GMT moved to new premises in Maitland to accommodate its Fleet Service and Fleet Finance functions and has also opened a new regional hub in George to improve accessibility and service delivery. Additional regional hubs will be considered during the course of the strategic planning period.

In preparing this strategic plan, GMT formulated its Massive Transformative Purpose (MTP) as enhancing current service offerings and developing innovative mobility solutions. Key initiatives include:

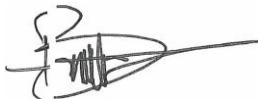
- A strategy for the implementation of electric and alternative fuel vehicles in order to reduce carbon emissions as part of the global sustainable development goals, OneCape2040 (Green Cape) and the Western Cape Government's Vision-Inspired Priority (VIP) focus areas. The long-term vision is to extend this strategy to include autonomous vehicles.
- Designing and developing an integrated service delivery model that combines the inputs of government, business, citizens, academia and labour into a cohesive framework that utilises systems science and design thinking methodologies.

- Expanding our information and communication technology (ICT) platform to improve and enhance our current integrated Fleet Management Enterprise Resource Planning (ERP) system and providing mobile applications to facilitate accessibility and a user-friendly interface for our clients.
- Prudently expanding our client base and fostering relationships with the private sector to improve service delivery and contribute to socio-economic environment.

I am confident that GMT can make a meaningful contribution to improving the lives of all our citizens and we are committed to the vision as set out in this Strategic Plan. Together, we will continue to strive for operational excellence in providing world class mobility solutions to our clients while embracing good values and ethics and giving effect to our legislative and policy mandates.

I would like to thank the management and staff of GMT for their dedication and support in delivering an excellent service in a challenging environment.

I also wish to thank our client institutions for their continued support.



B MADIKIZELA

EXECUTIVE AUTHORITY

TRANSPORT AND PUBLIC WORKS

DATE:

Accounting Officer statement

GMT is a trading entity within the administration of the Department of Transport and Public Works, with its core mandate being to deliver effective fleet management services to its client institutions. GMT strives to execute its mandate in a way that supports the core values of the Western Cape Government (WCG).

In the course of developing this strategy 2020–2025, the entity's management team held a facilitated strategic planning session on 27 and 28 August 2019 informed by a systems-thinking approach, using a citizen-centric view-point. This resulted in GMT identifying five key themes for itself across 3 broad focus areas, namely:

1. Leaders in mobility solutions;
2. Greening the fleet; and
3. Satisfied stakeholders.

In the Strategic Planning period 2015/16–2019/20, the core focus for GMT in the Western Cape was to deliver an effective and efficient fleet management service to its client institutions whilst incorporating and encompassing the values of its constitutional mandate, and taking into account its legislative and institutional policy mandates at an international, national and provincial level.

Key accomplishments during this period included:

- Improving expenditure against the vehicle replacement budget by increasing the fleet size and keeping the fleet within its economic life cycle;
- Providing an integrated repair and maintenance management function;
- The introduction of in-vehicle technology for Provincial Traffic Services which enhances functionality and safety;
- Vehicle tracking systems with control centres performing real-time monitoring and deployment to reduce abuse and sub-optimal utilisation of vehicles;
- Issuing 5 929 driver tags (driver identification technology) to client institutions to monitor driver behaviour and promote road safety;
- Proactive as well as responsive development and/or improvement of ICT systems and services providing a fully integrated ERP and Management Information System (MIS) to effectively manage the fleet;
- The successful development and implementation of GMT's first mobile application, the "Application to Travel" for client institutions. Other applications such as "Application to Hire" and "Vehicle Inspections" are planned;
- The successful implementation of an online driver nomination module into the FleetMan system in preparation for the Administrative Adjudication of Road Traffic Offences Act (AARTO) for use by client institutions' transport officers. The solution includes an online assistance and training module for transport officers;
- Online auctions of vehicles; and
- The establishment of a regional hub in George that is operational and providing better access and support to GMT's clients in the Garden Route and Karoo regions.

Over the 2020/21–2024/25 Strategic Plan period, GMT aims to further enhance its service offerings through providing continued reliable, accessible, innovative and environmentally responsible mobility solutions. Planned initiatives include:

- The development of a strategy for the introduction of electric and alternative fuel vehicles in the Western Cape to reduce the carbon footprint of the fleet;
- Continuing to develop mobile app technology to make services more accessible and user-friendly to clients;
- Developing and empowering staff to meet the challenges of the new strategy for improved service delivery and client engagements;
- Follow-through on further development of online training modules for the GMT system, to create a 24/7/365 self-service client environment;
- Rebranding GMT to better reflect and position itself as a market leader in the provision of mobility solutions;
- Improving internal and external stakeholder relations to increase market share;
- Building additional, strategically positioned regional hubs based on client needs; and
- Reviewing the entity's financial and governance frameworks to strengthen its financial position.

I am committed to ensuring that the vision and objectives as set out in this strategic plan are implemented in a responsible manner and in the spirit of *ubuntu*.

I wish to thank the management and staff of GMT for their hard work, dedication and support to meet and exceed client expectations.



J. GOOCH

ACCOUNTING OFFICER

TRANSPORT AND PUBLIC WORKS

DATE: 06-03-2020

Official sign-off

It is hereby certified that this Strategic Plan 2020/21–2024/25:

1. Was developed by the management of Government Motor Transport and the Department of Transport and Public Works under the guidance of the Executive Authority, Bonginkosi Madikizela;
2. Takes into account all the relevant policies, legislation and other mandates for which Government Motor Transport is responsible;
3. Accurately reflects the impact, outcomes and outputs which Government Motor Transport (residing under the Department of Transport and Public Works) will endeavour to achieve over the period 2020/21–2024/25; and
4. Is in line with the Strategic Priorities and Principles of the Western Cape Government.



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B MADIKIZELA

EXECUTIVE AUTHORITY

TRANSPORT AND PUBLIC WORKS

DATE: 6 March 2020

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Notes:

Acronyms

3D	Three-dimensional
4D	Four-dimensional
4IR	Fourth Industrial Revolution
AARTO	Administrative Adjudication of Road Traffic Offences Act, 1998
AI	Artificial intelligence
ASB	Accounting Standard Board
AU	African Union
AV	Autonomous vehicle
BBBEE	Broad-Based Black Economic Empowerment Act, 2003
CCGMT	Coordinating Committee for GMTs
CLO	Client liaison officer
CPI	Consumer Price Index
CO ₂	Carbon dioxide
CoCT	City of Cape Town
CSC	Corporate Services Centre
DCAS	Department of Cultural Affairs and Sport
DEA&DP	Department of Environmental Affairs and Development Planning
DoH	Department of Health
DORA	Division of Revenue Act
DotP	Department of the Premier
DPME	Department of Performance Monitoring and Evaluation
DTPW	Department of Transport and Public Works
EBAT	Evidentiary Breath Alcohol Testing
ECD	Early childhood development
EPWP	Expanded Public Works Programme
ERP	Enterprise Resource Planning
EV	Electric vehicle
FleetMan	Fleet Management ERP System
FCV	Fuel cell vehicle
FMPPI	Framework for Managing Programme Performance Information
GDP	Gross Domestic Product
GIAMA	Government Immovable Asset Management Act, 2007
GMT	Government Motor Transport Trading Entity
ICT	Information and communication technology
IDP	Integrated Development Plan
IoT	Internet of things
JDMA	Joint District and Metro Approach
MEC	Member of Executive Council
MIS	Management Information System
MTP	Massive Transformative Purpose
MTSF	Medium Term Strategic Framework
NDOT	National Department of Transport

NDP	National Development Plan
NRTA	National Road Traffic Act, 1996
NQF	National Qualifications Framework
NYS	National Youth Service
OEM	Original equipment manufacturer
PAIA	Promotion of Access to Information Act, 2000
PAJA	Promotion of Administrative Justice Act, 2000
PPP	Public private partnerships
PSDF	Provincial Spatial Development Framework
PV	Photovoltaics
R&D	Research and development
RTMC	Road Traffic Management Corporation Act, 1999
SARB	South African Reserve Bank
SASQAF	South African Statistical Quality Assessment Framework
SDGs	Sustainable Development Goals
SNPs	Special Needs Passengers
SONA	State of the Nation Address
SOPA	State of the Province Address
US	United States
VIP	Vision-Inspired Priority
WCED	Western Cape Education Department
WCG	Western Cape Government
WEF	World Economic Forum
WoSA	Whole of Society Approach



PART A

Our mandate

Part A: Our mandate

1 Constitutional mandate

The mandates of the of Government Motor Transport (GMT) Trading Entity, the Department of Transport and Public Works (DTPW) and all of GMT's other Western Cape Government client institutions are derived from the Constitution of the Republic of South Africa, 1996 and the Constitution of the Western Cape, 1997.

As a trading entity that provides mobility solutions to client institutions at national, provincial and the local sphere of government, GMT takes cognisance of the Constitutional mandates of all its client institutions in order to position itself to deliver the best products and services to clients in support of their delivering to citizens.

2 Legislative and policy mandates

The national and provincial legislation which guides GMT in the discharge of its responsibilities are summarised in Annexure A: Legislative mandates.

The national and provincial policies, strategies and guidelines which GMT implements in the discharge of its functions are summarised in Annexure B: Policy mandates.

GMT's vision, impact statement and outcomes are aligned to the long-term visions, policies and strategic imperatives outlined below.

2.1 International and continental policy context

The 17 integrated and indivisible Sustainable Development Goals (SDGs) adopted by the United Nations Sustainable Development Summit in September 2015 frame the international policy context (Figure 1).

Figure 1: United Nations Sustainable Development Goals



Source: <https://sustainabledevelopment.un.org/>.

The African Union (AU) Agenda2063 sets the policy context at a continental level. The aspirational goals of this agenda are listed in Table 1.

Table 1: Aspirational goals of the African Union Agenda2063

1.	A prosperous Africa based on inclusive growth and sustainable development.
2.	An integrated continent politically united and based on the ideals of Pan Africanism and the vision of African Renaissance.
3.	An Africa of good governance, democracy, respect for human rights, justice and the rule of law.
4.	A peaceful and secure Africa.
5.	An Africa with a strong cultural identity, common heritage, shared values and ethics.
6.	An Africa whose development is people-driven, relying on the potential of African people, especially its women, youth and caring for children.
7.	An Africa as a strong, united, resilient and influential global player and partner.

Source: <https://au.int/en/agenda2063/aspirations>.

2.2 National policy context

The national strategic context is shaped by the National Development Plan (NDP): Vision 2030, which is the country's key long-term national strategic framework. The NDP aims to address the triple challenges of poverty, inequality and unemployment in South Africa.

The Medium-Term Strategic Framework (MTSF): 2019–2024 is the implementation mechanism for the NDP 2030 for this five-year strategic planning period.

The MTSF notes that there are seven priorities in the strategic framework which are embedded in the three pillars of the NDP. The priorities are as follows:

- **Priority 1:** A capable, ethical and developmental state
- **Priority 2:** Economic transformation and job creation
- **Priority 3:** Education, skills and health
- **Priority 4:** Consolidating the social wage through reliable and quality basic services
- **Priority 5:** Spatial integration, human settlements and local government
- **Priority 6:** Social cohesion and safe communities
- **Priority 7:** A better Africa and world

The MTSF structure also includes the following:

- **81:** Outcomes;
- **337:** Interventions; and
- **561** indicators.

Provincial contributions are also captured in the MTSF.

2.3 Provincial policy context

GMT's programmes and strategies are aligned with the following provincial policy directives:

2.1.1 OneCape 2040

OneCape2040 is an attempt to stimulate a transition towards a more inclusive and resilient economic future for the Western Cape through a long-term economic transition agenda involving a range of stakeholders. There are six specific focus areas to drive the transition as depicted in Table 2.

Table 2: OneCape2040 transitions

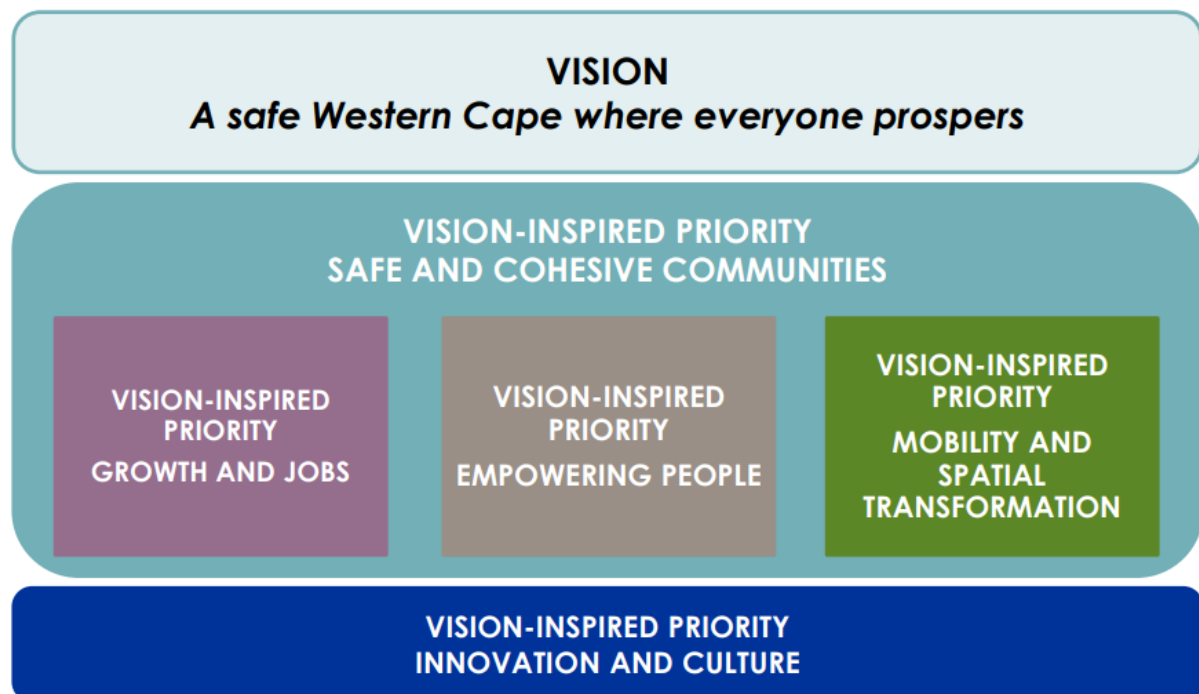
Transition	From	To
Knowledge transition (Educating Cape)	Unequal variable quality education plus limited innovation capacity.	High quality education for all plus high quality education.
Economic access transition (Working Cape)	Factor and efficiency-driven economy with high barriers to entry and low productivity and entrepreneurship rates.	Innovation-driven economy with low barriers to entry with high productivity and entrepreneurship rates.
Cultural transition (Connecting Cape)	Barriers to local and global connectivity (language, identity, distance, parochial attitudes).	High level of local connectivity and global market fluency.

Settlement transition (Living Cape)	Unhealthy, low access often alienated, low-opportunity neighbourhoods.	Healthy, accessible, liveable multi-opportunity communities.
Institutional transition (Leading Cape)	Defensive, adversarial structures.	Open, collaborative systems.
Ecological transition (Green Cape)	Unsustainable carbon-intensive resource use.	Sustainable low carbon resource use.

2.1.2 Provincial strategic priorities

The Western Cape Government devised five Vision-Inspired Priorities (VIPs) for the five-year strategic planning period to give effect to its Vision and Plan of Action. The vision and VIPs are depicted in Figure 2.

Figure 2: The Western Cape Government's Vision-Inspired Priorities



Source: Western Cape Provincial Strategic Plan: 2019-24.

The provincial government's priority focus areas are defined in Table 3.

Table 3: WCG priority focus areas linked to VIPs

Vision-Inspired Priority	Focus area
1. Safe and Cohesive Communities	<ul style="list-style-type: none"> Enhanced capacity and effectiveness of policing and law enforcement. Strengthened youth-at-risk referral pathways and child- and family-centred initiatives to reduce violence. Increase social cohesion and safety of public spaces.
2. Growth and Jobs	<ul style="list-style-type: none"> Increasing investment. Building and maintaining infrastructure. Growing the economy through export growth. Creating opportunities for job creation through skills development. Creating an enabling environment for economic growth through resource resilience.
3. Empowering People	<ul style="list-style-type: none"> Children and families. Education and learning. Youth and skills. Health and wellness.
4. Mobility and Spatial Transformation	<ul style="list-style-type: none"> Create better linkage between places through safe, efficient and affordable public transport. Inclusive places of opportunity. More opportunities for people to live in better locations. Improving the places where people live.
5. Innovation and Culture	<ul style="list-style-type: none"> Citizen-centric culture. Innovation for impact. Integrated service delivery. Governance transformation. Talent and staff development.

The fact that GMT's services support the mandates, plans and priorities of a broad range of client institutions means it contributes to all five of the Western Cape's VIPs.

GMT support for the Vision Inspired Priorities

The entity's **Massive Transformative Purpose (MTP)**, *innovative mobility solutions to co-create a better life for all*, sets the foundation for GMT to assist client institutions to achieve their mandates and priorities in respect of addressing current realities and helping to create a better future for all citizens.

Through its provision of innovative mobility solutions and in-vehicle technology in the traffic and transport enforcement arena, the entity has already made, and will continue to make, meaningful contributions towards the achievement of **Vision Inspired Priority 1: Safe and Cohesive Communities**.

Through the implementation of its MTP, GMT will make direct and indirect contributions towards the achievement of **Vision Inspired Priority 2: Growth and Jobs**, which aims to drive job creation and economic opportunity through the leveraging of five focus areas: investment; infrastructure; exports; skilled work placements; and resource resilience.

The entity's contribution to **Vision Inspired Priority 2** will include a measured reduction in the carbon footprint of the fleet and the phased introduction of electric and alternative fuel vehicles.

Figure 3: VIP2: Growth and jobs

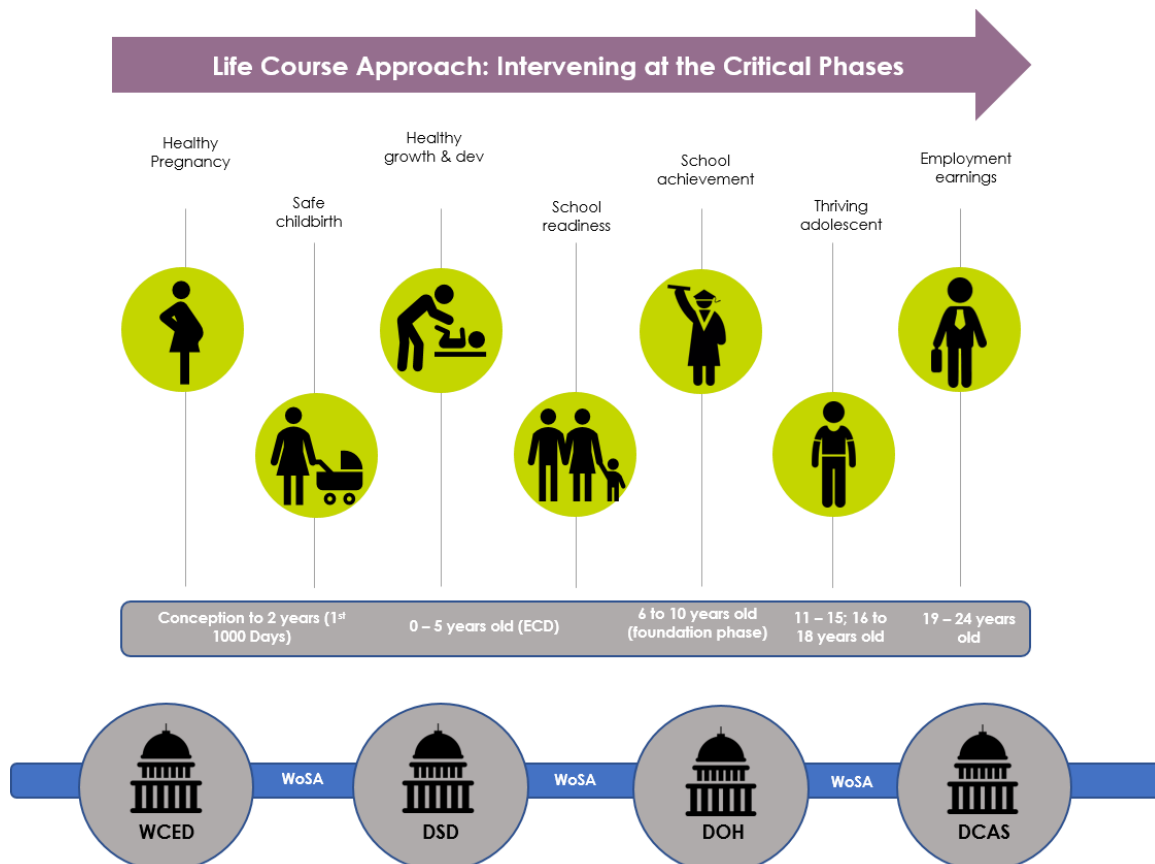
GROW THE ECONOMY AND CREATE OPPORTUNITIES FOR JOB CREATION



Source: Medium Term Budget Policy Committee, 2019

Through its provision of, inter alia, ambulances, forensic pathology vehicles, mobile libraries and learner transport vehicles and solutions, the entity will continue to make a meaningful contribution towards **Vision Inspired Priority 3: Empowering People**.

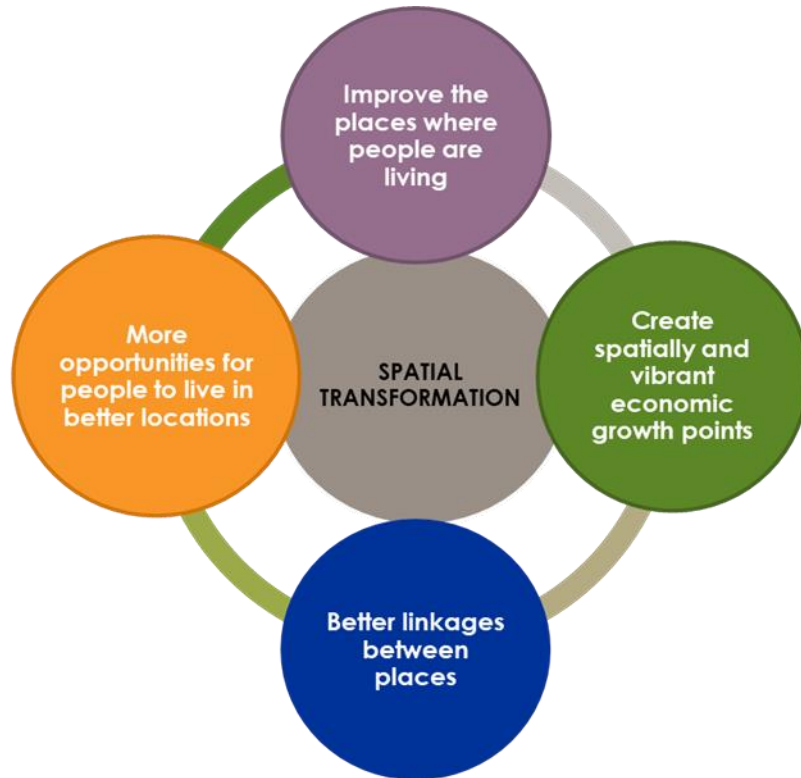
Figure 4: Whole-of-Society approach



Note: ECD = early childhood development; WCED = Western Cape Education Department; DoH = Department of Health; DCAS = Department of Cultural Affairs and Sport; WoSA = Whole of Society Approach.

GMT will support the DTPW in its role in **Vision Inspired Priority 4: Mobility and Spatial Transformation**, through which the Western Cape Government is committed to creating transformative settlements that are inclusive and efficient settlements of opportunity, i.e. places where lives have value no matter where people live and work. These progressive living environments should provide access to economic opportunities supported by an efficient and interconnected public transport system.

Figure 5: Spatial transformation actions and impacts



Source: Western Cape Provincial Strategic Plan: 2019-24

It is within this context that mobility, spatial transformation and human settlement is intrinsically linked to the realisation of a better society for all by their fundamental impact on a set of variables: reducing the distance between where people live, work and access services; the quality of the environments where people live, work and access services; and the safety of these environments.

Through inculcating a culture of innovation and continual service delivery improvement, GMT will continue to provide its clients with mobility solutions that will aid them to respond to the challenges and opportunities arising from the Fourth Industrial Revolution (4IR) in support of **Vision Inspired Priority 5: Innovation and Culture**.

2.4 Local government interface

GMT aims to align its plans and programmes with those of local government by giving effect to strategies and methodologies that enhance the capacity, sustainability, efficiency and effectiveness of local government. Within the WCG, this is primarily driven through a number of mechanisms.

The Provincial Spatial Development Framework (PSDF) driven by the Department of Environmental Affairs and Development Planning (DEA&DP) has identified three urban spaces as current and future economic growth engines critically supported by joint regional planning and management. These functional regions are the greater Cape Town region, greater Saldanha region and the Garden Route region, where GMT has started to establish regional vehicle pools to improve current and future client access to its services.

The Joint District and Metro Approach (JDMA) driven by the Department of Local Government intends to strengthen the municipal interface and facilitate collaboration and integrated planning between the municipal, provincial and national spheres of government. The JDMA, in alignment with the national District Coordination Service Delivery Model, aim to ensure a more holistic approach to co-planning, co-budgeting and co-implementation in order to improve citizen impact. It is characterised by a coordinated plan inside a specific geographical footprint with a single support plan per district and appropriate levels of coordination by provincial district teams.

Five common municipal planning priorities have been identified across districts, namely:

- Citizen interface;
- Climate change/ water security;
- Urbanisation and in-migration/ population growth;
- Infrastructure management; and
- Waste management.

Each district has identified specific priorities which are in line with these five planning priorities. GMT will play a supportive role regarding the implementation of the municipal planning priorities described in the JDMA support plans for each district.

2.5 Ministerial priorities

The Executive Authority has committed the DTPW to constructive engagement with key stakeholders and partners, underpinned by the principles of constitutionalism, non-racialism, the rule of law.

The Provincial Minister identified the following priorities for his term of office:

- Continued collaboration with the City of Cape Town (CoCT) and other municipalities to improve road safety and road infrastructure;
- Collaboration with the National Department of Transport and other key stakeholders to improve public transport, rail, minibus taxis, metered taxi and e-hailing services, with a specific focus on addressing the crisis in passenger rail in the greater Cape Town Metropolitan Municipality;
- Collaboration with the national Department of Public Works and Infrastructure, municipalities and other stakeholders for faster spatial integration; and
- Work with stakeholders to develop skills and empower entrepreneurs and emerging contractors.

The Provincial Minister was also allocated responsibility for the following Provincial Cabinet priorities:

Apex priority	Get the Central Railway Line working by any means possible
Safety priority	Road safety and public infrastructure activation.

3 Institutional policies and strategies

In the context of severe fiscal pressure and foreseen budgetary reductions across all its national, provincial and local clients, GMT is concerned about the ability of its clients to access the necessary mobility solutions to deliver against their mandates. This necessitates proactive policy and strategic decisions that prioritise the allocation of resources to places where service delivery is compromised and at risk, or where the most impact can be made.

Taking cognisance of all national and provincial priorities, GMT takes note of the underlying interconnectedness of the various elements of the societal ecosystem, and the critical enabling role it can play through providing mobility solutions. Within this planning period, addressing the needs of the citizen has been placed at the centre of GMT's policy and strategic initiatives. The ultimate aim is the establishment of a social compact between government, the private sector and citizens to fundamentally change the lives of our citizens for the better.

3.1 Institutional strategy initiatives

The strategic interventions that GMT is initiating include:

- Design thinking methodologies with the assistance of experts in the fields of complexity analysis, design thinking and futures studies.
- Thought leadership.
- Story-telling.
- Service delivery.
- Ethical decision-making, priority-setting and transformative governance that place the interests of people and an acute awareness of the impact of climate change at the centre of operations.
- Developing a strategy for the introduction of electric and alternative fuel vehicles as part of a broader drive towards reducing the carbon footprint of the fleet.
- Making services more accessible and user-friendly to clients by expanding mobile solutions supported by existing Enterprise Resource Planning (ERP) systems.
- Seeking to prudently expand the GMT client base to include more municipalities and government entities who can benefit from improved economies of scale and focused mobility solutions.

Throughout its operations, GMT is aware of the enormous socio-economic challenges facing South Africa and fiscal pressures on all of GMT's client institutions. GMT has placed maximising efficiencies and cost-effectiveness as a core objective for the next planning period.

3.2 Citizen context: A human-centric approach

The DTPW acknowledges the multiple socio-economic challenges that ordinary citizens face while they interact with the services that the Department provides. Moving freely and safely to access economic opportunities, education, healthcare and services that promote overall human wellbeing and enablement has become a need in itself. The spatial legacy of apartheid segregation and deprivation continues to be felt by the majority of South Africa's citizenry, and continues to manifest as poverty, unemployment, inequality, and pervasive violence.

Government interventions since the transition to democracy in 1994 have not adequately addressed these issues of spatial injustice, and marginalised citizens and households bear the greatest burden, including a lack of mobility and citizen enablement. When a household is unable to sustain its livelihood, or care for its children, there are serious negative implications for the societal ecosystem. The resilience of a society ultimately starts with the resilience of every household in it.

GMT acknowledges the family structure and citizen as the key intervention point. The policy and strategic framework underpinning the status quo must necessarily be amended to place the resilience and well-being of citizens at the centre of service delivery.

The DTPW, and by extension GMT, has taken a strategic decision to place the citizen at the centre of its mandate. It is re-examining its role in the broader restoration agenda by shifting the service paradigm from a function-driven to a purpose-driven public service to improve living conditions for citizens. This is based on recognising the historical role that unequal mobility, access and infrastructure played in the creation of the existing South African landscape. Infrastructure can once again be deliberately mobilised as a strategic tool to alter the course of our history; this time, to restore dignity, and embed resilience within the societal construct of our nation.

3.3 Future context: The Fourth Industrial Revolution

The World Economic Forum (WEF) describes the Fourth Industrial Revolution as *"technology driven human-centric change"*. In a century characterised by transitions, the 4IR is defining a paradigm shift in the way human beings function in society. Technological advances made possible by the 4IR will increase the rate of change of human development in the 21st century.

The future is less and less predictable. The Department and GMT are on a drive to shape the future through multi-sectoral engagements between the private and public sectors, academia and civil society to develop capabilities that will assist us to navigate these uncertain times.

The 4IR future brings with it both exciting opportunities, as well as risks for citizens and society at large. It is critical to embrace the digital economy, while reconfiguring existing service delivery models in ways that represent a step-change in innovation that adequately prepares the workforce for what is to come. Major technological changes in the automotive industry will have an impact on GMT. The disruptive nature, speed, scope,

breadth and depth of this particular transformation is different to any other transformation in history. It will require the DTPW and GMT to rapidly adapt their production systems; reconsider what it means to create value; and embrace flexible institutional frameworks that enable the forward momentum of innovation in the face of a tendency to inertia. To this end, DTPW and GMT are becoming increasingly agile organisations driven by research and development (R&D) and a tactical shift towards an innovative culture to derive benefit from the 4IR and pass that benefit on to our client institutions and the people we collectively serve.

The Western Cape Government and the DTPW are well positioned for early entry into this domain, potentially placing the WCG as a leader and knowledge hub for the rest of South Africa, and the wider African continent.

The Department and GMT are already in the process of embracing some of the key drivers of the 4IR such as the internet of things, 3D and 4D modelling, big data, robotics, automation, electric and alternative fuel vehicles and artificial intelligence in the work in the “e-Merge incubator programme”. Breakthroughs in traffic management, to which GMT made significant contributions, include the introduction of in-vehicle technology. These are exciting prospects for delivering innovative solutions and increasingly cost-effective services.

GMT will explore what the new workforce of the future will look like and intervene where appropriate to create the requisite skills base to leverage opportunities that may emerge.

Attracting the right talent to and fostering a creative space for the brilliant minds of our future to thrive is what will be required for leading DTPW and GMT through the 21st century. This is predicated on a symbiotic culture underpinned by ideas intelligence through an appropriate mixture of intuitive thought and critical thinking.

Smart technologies facilitate ongoing leap-frog advances and disruptive on-demand solutions. The DTPW and GMT are developing, leveraging and harnessing these new organisational possibilities towards a single purpose – enhancing the quality of life of the citizen.

4 Relevant court rulings

No court rulings are expected to have an impact on GMT during the 2020–2025 Strategic Plan period.



PART B

Our strategic focus

Part B: Our strategic focus

1 Vision

The DTPW's own vision is:

"Enabled communities leading dignified lives."

#JUST dignity

GMT's vision is:

"Innovative mobility solutions to co-create a better life for all."

#Ubuntumobility

2 Mission

The DTPW's mission is:

"To tirelessly pursue the delivery of infrastructure and transport services that is: Inclusive, safe and technologically relevant, seeking to heal, skill, integrate, connect, link and empower every citizen in the Western Cape, driven by passion, ethics and a steadfast commitment to the environment and people as our cornerstone."

GMT's mission is:

"To co-create, with our clients and stakeholders, a better life for all citizens through collaboration and partnerships, driving culture change, growing thought leadership and embracing design thinking to inspire story-telling."

3 Values

The core values of the Western Cape Government, to which the DTPW and the entity both subscribe, are as follows:

Figure 6: Core values of the WCG



These values are all underpinned by team work. A detailed explanation of the meaning of each core value follows in Table 4.

Table 4: Detailed explanation of the meaning of each core value of the WCG

Value	Behavioural statement
Caring	<p>We endeavour to understand people's needs and pay attention to them;</p> <p>We will show respect for others;</p> <p>We will treat staff members as more than just workers and value them as people;</p> <p>We will empathise with staff members;</p> <p>We will emphasise positive features of the workplace; and</p> <p>We will provide constructive criticism when needed.</p>
Competence	<p>We will endeavour to ensure that staff members are able to do the tasks they are appointed to do, that they internalise the DTPW's values, and that they always strive for excellence;</p> <p>We will deliver on our outcomes and targets with quality work, within budget, and on time;</p> <p>We will strive to achieve the best results in the service of all the people in the Western Cape; and</p> <p>We will work together to meet our constitutional and electoral mandate commitments.</p>
Accountability	<p>We fully understand our objectives, roles, delegations, and responsibilities;</p> <p>We are committed to delivering all agreed outputs on time;</p> <p>We will hold each other accountable in the spirit of mutual trust in honouring all our commitments; and</p> <p>As individuals we take responsibility for and ownership of our outcomes and accept the consequence of failure to do so.</p>
Integrity	<p>We will seek greater understanding of the truth in every situation and act with integrity at all times;</p> <p>We will be honest, show respect, and practice positive values;</p> <p>We will be reliable and trustworthy, at all times, doing what we say we will; and</p> <p>We will act with integrity at all times and in all instances, ensuring that we remain corruption-free.</p>
Innovation	<p>We seek to implement new ideas, create dynamic service options and improve services;</p> <p>We strive to be creative thinkers who view challenges and opportunities from all possible perspectives;</p> <p>We are citizen-centric and have the ability to consider all options and find a resourceful solution;</p> <p>We value employees who question existing practices with the aim of renewing, rejuvenating and improving them;</p> <p>We foster an environment where innovative ideas are encouraged and rewarded;</p> <p>We understand mistakes made in good faith, and allow employees to learn from them; and</p> <p>We solve problems collaboratively to realise our strategic organisational goals.</p>
Responsiveness	<p>We will take public opinion seriously, listening to and hearing the voice of the people (more listening and less talking);</p> <p>We will respond to all situations timeously, always asking ourselves whether it is the right response, where we could go wrong, and how we can provide better service;</p> <p>We will engage collaboratively with each other, our stakeholders, and the media, providing full information; and</p> <p>We will strive to achieve the best results for the people we serve and to act on their feedback.</p>

In addition to these core values, the DTPW (including GMT) subscribes to an ethos that defines who we are and what we stand for. Through this five-year period and beyond, the Department aims to progress from arguably having embodied good governance, to directional governance and ultimately transformative governance in which it fully realises its vision and mission. We strive to be an ethical organisation, deeply committed to sustainability and the realisation of a social contract between the organisation, its staff and the people of the Western Cape. In aspiring to do so, the Department is acutely aware of the pressures that will be brought to bear on its staff and the people of the province as socio-economic conditions continue to be hugely challenging.

Through a concerted campaign aimed at motivating staff around the core values of the Department, a Manifesto will be finalised that speaks to a deep commitment to the realisation of our goals and objectives.

4 Situational analysis

4.1 External environment analysis

4.1.1 Political environment

General elections were held on 8 May 2019, and the results did not have any impacts on GMT's operations.

Municipal elections are due to be held in 2021. GMT will consider the implications of extending its service offerings to municipal clients. Political unrest is possible in the run-up to municipal elections, and the security implications for its assets, people and growth plans will be duly considered.

4.1.2 Economic factors

As a trading entity which renders mobility solutions, GMT is affected by events in the macro-economic environment. These events affect the exchange currency which has an impact on the pricing of goods and services included in GMT's service offering to client institutions during the rendering of mobility solutions.

The global economic outlook remains precarious and there are pressing challenges. The top five global risks (all environmental risks) for 2020 in descending order are:

1. Extreme weather;
2. Climate action failure;
3. Natural disasters;
4. Biodiversity loss; and
5. Human-made environmental disasters.

(World Economic Forum, *The Global Risks Report 2020*)

GMT would have to adequately respond to these and other risks, as well as to various challenges currently facing South Africa, some of which may arise during the term covered by this Strategic Plan. In the South African context, the decrease in GDP growth from initial forecasts to 1.2% during 2020, 1.6% in 2021 and 1.9% for 2022; together with

other factors such as an unreliable electricity supply, pending credit agency rating decisions, and the oil price collectively have an impact on the exchange rate. The purchasing power of GMT could be adversely affected by these factors (*South African Reserve Bank, Statement of the Monetary Policy Committee, January 2020*).

It is likely that the largest proportion of GMT's fleet will remain fossil-fuel vehicles, although the entity is in the process of actively exploring alternative fuel options. Fuel and oil prices are expected to remain a significant component of GMT's operating expenditure. Fuel prices are expected to increase during 2020, mainly due to the weakening of the rand/US\$ dollar exchange rate from the current level of R14.80/US\$1, weakening to above R15/US\$1 during 2020. This may be exacerbated by an increase in Brent Crude oil prices from approximately US\$56 per barrel during February 2020 to US \$63 by the end of 2020. The forecasts of the exchange rate and Brent Crude prices remain unpredictable due to the sensitivity of input into production for emerging markets (such as South Africa), risks associated with these economies and sentiment on the economic front (*Trading Economics, February 2020*).

Vehicle Price Inflation has remained below Consumer Price Index (CPI) inflation for two years. In addition, the headline CPI forecast generated by the South African Reserve Bank's (SARB) quarterly projection model averages 4.7% for 2020 (down from 5.1%), 4.6% for 2021 (down from 4.7%) and 4.5% for 2022. The low inflationary environment together with the recent interest rate cut announced by the SARB Monetary Policy Committee were not enough to improve consumer and business confidence in respect of automotive sales. During the fourth quarter of 2019, the number of new vehicles financed fell by 1.6% year-on-year, while the financing of used vehicles increased by 1.4% over the same period. These developments in the second-hand vehicle market thus offer favourable opportunities for GMT in the offset market during vehicle disposal (TransUnion SA Vehicle Price Index, Quarter Four 2019; South African Reserve Bank, Statement of the Monetary Policy Committee, January 2020.)

GMT will consider all of the above factors when crafting its operational plans, risk management strategies and tariff structure; and also when it reviews the strategic positioning of its products and services.

4.1.3 Social environment

One of the major challenges South Africa faces is huge socio-economic disparities. Social unrest, which often arises when marginalised communities protest over a real or perceived lack of service delivery, could have an impact on GMT and the DTPW as communities and criminal elements target government owned infrastructure and assets, including GMT vehicles.

Attacks on government employees, including emergency medical services and traffic personnel, necessitates that GMT researches and implements measures in the fleet to improve the safety and security of personnel in the course of performing critical service delivery functions.

The level of urbanisation in the Western Cape is higher than the rest of South Africa (69% as opposed to 65%), which influences GMT's planning for and positioning of its services to optimally serve the needs of its client institutions as they deliver services to citizens.

GMT's organisational make-up is culturally, socially and academically diverse, which requires management to be sensitive to differing needs and challenges. Technical, information communication and technology and fleet management skills are scarce and have to be sourced and managed appropriately to ensure the highest levels of service delivery.

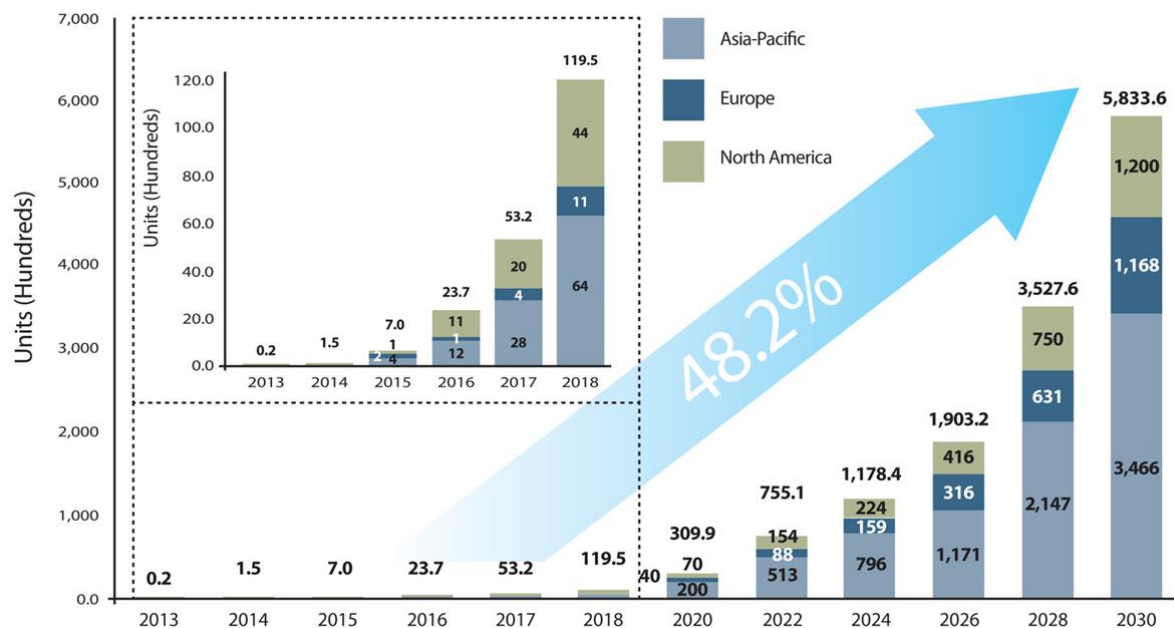
In support of its goal of bringing young people into the organisation, during the last strategic planning period GMT participated in Provincial Treasury's programme for interns from the Chartered Accountant Academy. This programme aims to increase the number of youths and previously disadvantaged individuals who are able to register as chartered accountants.

4.1.4 Technological environment

Rapid advances in robotics, fuel-cell technology/ electric and alternative fuel vehicles, autonomous vehicles and AI mean that GMT must build requisite internal capacity or source these skills as part of creating an environment where innovation and agility become part of the organisational culture.

Rapid expected growth in fuel-cell technology (see Figure 7) and advances in mobility solutions require GMT to be ready to respond to the changing mobility needs of its client institutions.

Figure 7: Fuel cell passenger car market: Vehicle sales by region midline scenario, global, 2013-2030



Source: <https://www.openaccessgovernment.org/vehicle-technology/52116/>. Used in terms of a CC-BY Creative Commons 4.0 licence. No changes were made to the original.

The installation of in-vehicle technology to meet the specific needs of client institutions was initiated by GMT during the last strategic planning period will be further enhanced over the next five years. The entity will continue its collaboration with the DTPW, the Department of the Premier (DotP) and other provincial departments to integrate systems and data through the internet of things in order to maximise the impact of technology and to avoid duplication.

GMT's operations are dependent on ICT systems that are functional, accessible and continually matched to its ever-changing business needs. To this end, the entity will continue to update and refine its ICT strategy and plans over the strategic planning period.

Although the entity has mature and compliant ICT, it is not sufficiently agile to respond to rapidly changing technology. This exposes GMT to being rendered potentially unsustainable and unresponsive to changing client needs.

To mitigate these risks, GMT embarked on an initiative to align people, processes and technology to support and enable its strategy and vision of providing innovative mobility solutions to co-create a better life for all.

4.1.5 Environmental factors

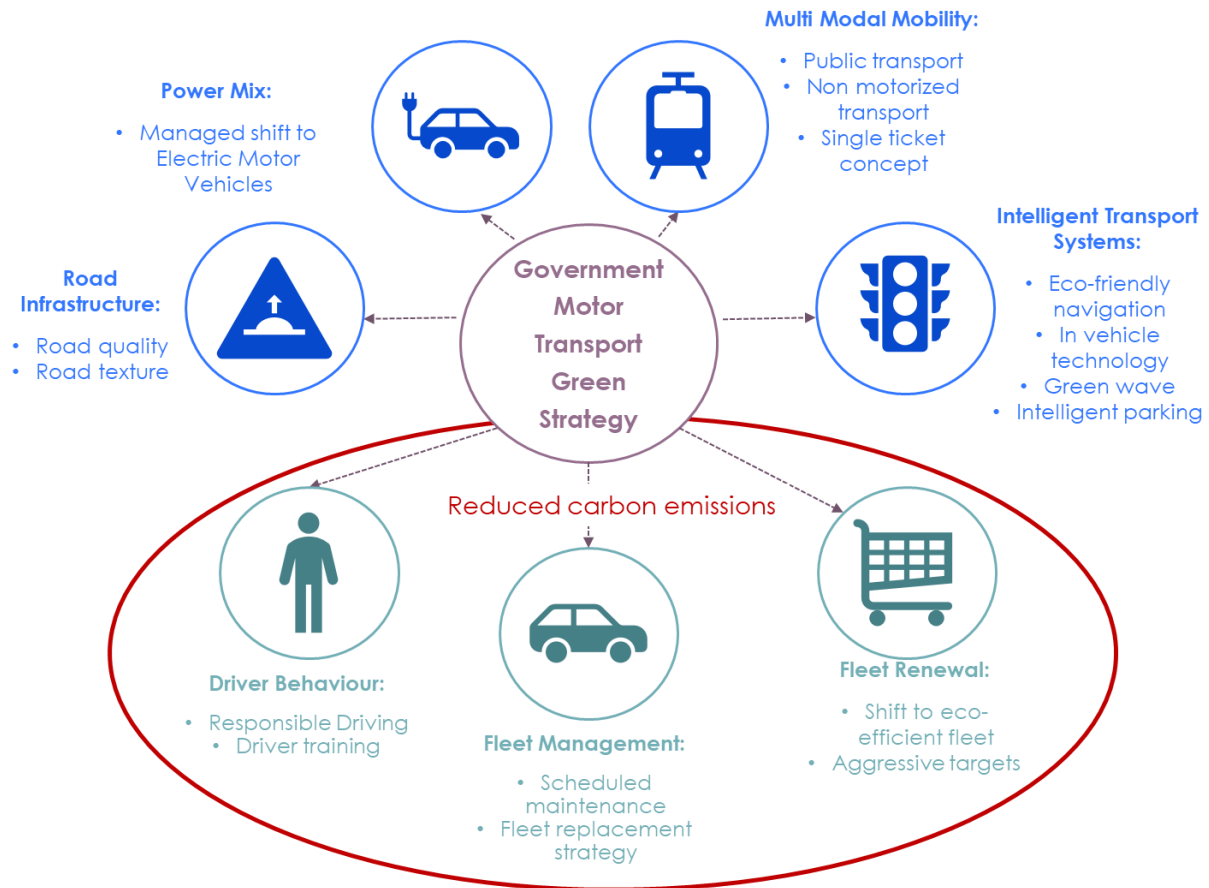
The Western Cape Government has set itself the goal of being recognised as a leader and innovator in the "Green Economy". GMT sees itself as a key contributor and thought leader towards this provincial goal. Over the years, the entity opened up its fleet to testing alternatives to fossil fuels, with research into bio-fuels, liquid petroleum gas powered, and hybrid engines.

In its further endeavours to "green the fleet", GMT will develop a strategy to introduce electric and alternative fuel vehicles into the fleet, taking into consideration infrastructure, training and communication needs. This strategy will include mechanisms through which the entity will be able to measure its reduction in carbon emissions over the planning period and beyond.

In the short term, GMT will continue to reduce carbon emissions by focusing its procurement strategy on including vehicles with lower engine capacities as appropriate and in line with clients' mobility needs, while also staying abreast of changing technology, regulations and policies, including the White Paper on South Africa's New Passenger Vehicle CO₂ Emissions Standard: Baseline Determination and Benefits Assessment, 2018.

In order to comply with water restrictions imposed by the City of Cape Town and other municipalities, GMT vehicles are not washed with potable water at any of its sites. The entity's fleet repairs and maintenance unit has tested and will continue to explore products for dry washing/ chemical cleaning of vehicles.

Figure 8: GMT's response to the green initiatives



Source: GMT ICT Management Support Services

4.1.6 Legal environment

The planned implementation of the Administrative Adjudication of Road Traffic Offences Act will have an impact on all major fleet owners including GMT. Internal systems and processes are being developed and will be refined to streamline the internal administration and processing of traffic fines and notices to meet the requirements of AARTO. In preparation for the implementation of AARTO, GMT issued driver tags to all of the registered drivers of its vehicles to ensure that traffic fines and notices may be swiftly redirected in the event of a fine or notice being received by the fleet proxy. Over the course of the five-year strategic planning period, GMT may explore other technologies such as in-vehicle biometric or facial recognition to further streamline these processes.

4.1.7 External stakeholder analysis

Stakeholders	Characteristics <i>E.g. Knowledge of institution's mandate, related policies and legislation, possible support, collaboration, experience and culture.</i>	Influence <i>E.g. Power that they have over or within GMT.</i>	Interest <i>E.g. Level of involvement a stakeholder can have at GMT and in GMT interventions.</i>	Linkages with other stakeholders <i>E.g. Understanding of linkages and potential alliances with other stakeholders.</i>
Client institutions*	Support and procure GMT services.	Influences GMT's service offerings and products as well as the implementation of strategy.	Direct interest in GMT's operations through daily contact and use of services.	Linkages between client institutions through user forums.
Citizens (including disabled, women, youth and elderly)	Served by GMT via client institutions.	Citizen needs influence GMT's strategy and plans.	Citizen influence via client institutions.	Client institutions.
National Department of Transport (NDOT)	Traffic and transport legislation and policy development.	Legislation and policies directly influence GMT's strategy and plans.	Coordinating role between provincial GMT's.	NDOT plays a central role with National Treasury in putting transversal contracts in place.
National Treasury	Financial policy development	Legislation and policies directly influence GMT's strategy and plans.	Coordinating role between provincial GMT's.	National Treasury plays a central role in putting transversal contracts in place.
Provincial Treasury	Financial policy development	Policies directly influence GMT's strategy and plans.	Direct interest in GMT's investment policies and decisions.	Influence over provincial client institutions.
Department of Performance Monitoring and Evaluation (DPME)	Policy development, monitoring and evaluation guidelines and support to planning processes.	Policies directly influence GMT's strategy and plans.	Direct involvement in GMT's and client institutions' strategy and plans.	Linked to all GMT client institutions.

Stakeholders	Characteristics <i>E.g. Knowledge of institution's mandate, related policies and legislation, possible support, collaboration, experience and culture.</i>	Influence <i>E.g. Power that they have over or within GMT.</i>	Interest <i>E.g. Level of involvement a stakeholder can have at GMT and in GMT interventions.</i>	Linkages with other stakeholders <i>E.g. Understanding of linkages and potential alliances with other stakeholders.</i>
Academic institutions (Experts)	Collaboration towards the development of GMT strategies, services and products.	Experts influence and add value.	Direct involvement in GMT's strategy and plans.	Linkages to international research, best practices and development.
Financial institutions (banks)	Products support GMT's investment strategies.	Direct impact on GMT's financial strength.	Direct involvement - Services procured by GMT.	Provincial Treasury guides and approves investment options.
ICT experts	Collaboration towards the development of GMT strategies, services and products.	Experts influence and add value.	Direct involvement in GMT's strategy and plans.	Linkages to international research, best practices and development.
Service providers/ suppliers	Collaboration towards the development of GMT strategies, services and products.	New products and services on the market influence and add value to GMT's service offerings.	Direct involvement in GMT's strategy and plans.	Linkages via the markets.
Original equipment manufacturers (OEMs)	Collaboration towards the development of GMT strategies, services and products.	New products and developments influence and add value to GMT's service offerings.	Direct involvement in GMT's strategy and plans.	Linkages via the markets.

*Refer to Annexure C for the full list of GMT Client Institutions as at 1 January 2020.

4.2 Internal environment analysis

4.2.1 Performance environment

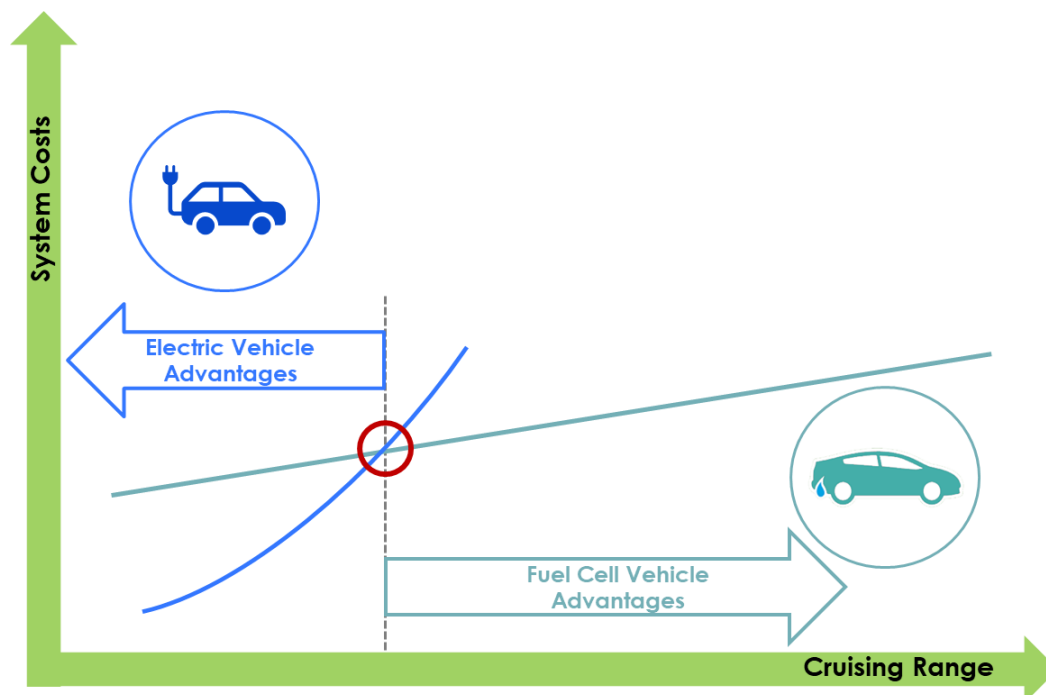
In the course of developing this 2020–2025 Strategic Plan, GMT's management team held a facilitated strategic planning session on 27 and 28 August 2019. Flowing from this session, a task team comprised of a diverse group of officials from across the organisation volunteered to expand on the five key themes identified during the planning session. The five themes, together with initiatives identified by the task team and management, are described below.

1. Thought leadership

Electric and alternative fuel vehicles

GMT will complete its strategy for the introduction of electric and alternative fuel vehicles within the first year of this new strategic planning cycle. Through a partnership with academic, private sector and government stakeholders, the electric and alternative fuel vehicles strategy will adopt a holistic approach to the uptake of such vehicles into the fleet. The strategy will consider the pros and cons of both electric vehicles (EVs) and fuel cell vehicles (FCV) and will include requirements for collaborative research and development, infrastructure, communication and awareness to support electric and alternative fuel vehicles. Key considerations on deciding between EV and FCV are the costs associated with this relatively new technology and the cruising range that fuel-cells currently achieve in comparison with internal combustion engines. This is graphically shown in Figure 9 below.

Figure 9: Electric vehicle versus fuel cell vehicle



Source: GMT: ICT Management support

Review of the entity's financial and governance frameworks

The impact of the 4IR through, inter alia, electric and alternative fuel vehicles and autonomous vehicles (AVs) will require the entity to review its tariff structure, in particular its pricing of current and future products.

Every year the Accounting Standards Board (ASB) issues an updated financial governance reporting framework with which GMT must comply. Directive 5 stipulates the accounting standards which the entity must utilise during the compilation of its financial statements, effective from 1 April each year.

New or updated accounting standards require GMT to evaluate the requirements before putting them into practice.

Staff development and empowerment

In order for GMT to remain proactive in guiding and providing client institutions with mobility solutions, the entity will strive to create an environment conducive to collaboration and innovation; one in which staff are encouraged to acquire the knowledge and skills to achieve the organisation's goals and objectives. In order to give effect to the new GMT strategy with a strong focus on introducing new technology and the need for research and development, the entity will, during the course of the five-year strategic planning period, periodically review its business model and its organisational design.

2. Design thinking

Ubuntu design laboratory

The entity will explore collaborative partnerships with original equipment manufacturers to influence the design and development of new technology required by its clients. This may include design and development in line with GMT's planned strategy for electric and alternative fuel vehicles. The partnership with OEMs will also be geared towards supporting and growing local participation in the sector.

Mobile applications

To meet user needs and the expectation of ease of access to services brought about by mobile applications and the IoT, in the 2019/20 financial year GMT started exploring the development of mobile applications to replace paper-based, manual processes. When developing future mobile applications, GMT will seek to meet client business needs in a way that maximises the beneficial impact on service delivery to citizens. An example could be the development of an application for client department ride-sharing which could be further developed for functional department purposes such as learner transport or ride-sharing for officials with disabilities.

During the 2019/20 financial year a mobile application was tested for trip authority approval. This application could be further developed to, for example, provide smart phone notifications and provide the basis for paperless vehicle inspections.

ICT roadmap

The ICT initiatives to be prioritised over the next five years are aimed at providing mobility solutions, which are based on the following strategic thrusts:

- Client centricity;
- Innovation in an increasingly connected world;
- Research and development; and
- Design thinking.

GMT strives to incorporate the above into its daily operations through collaborative and meaningful partnerships.

The systems and technology platform aims to support GMT in its quest to increase efficiency and effectiveness resulting in intelligent and responsive service delivery.

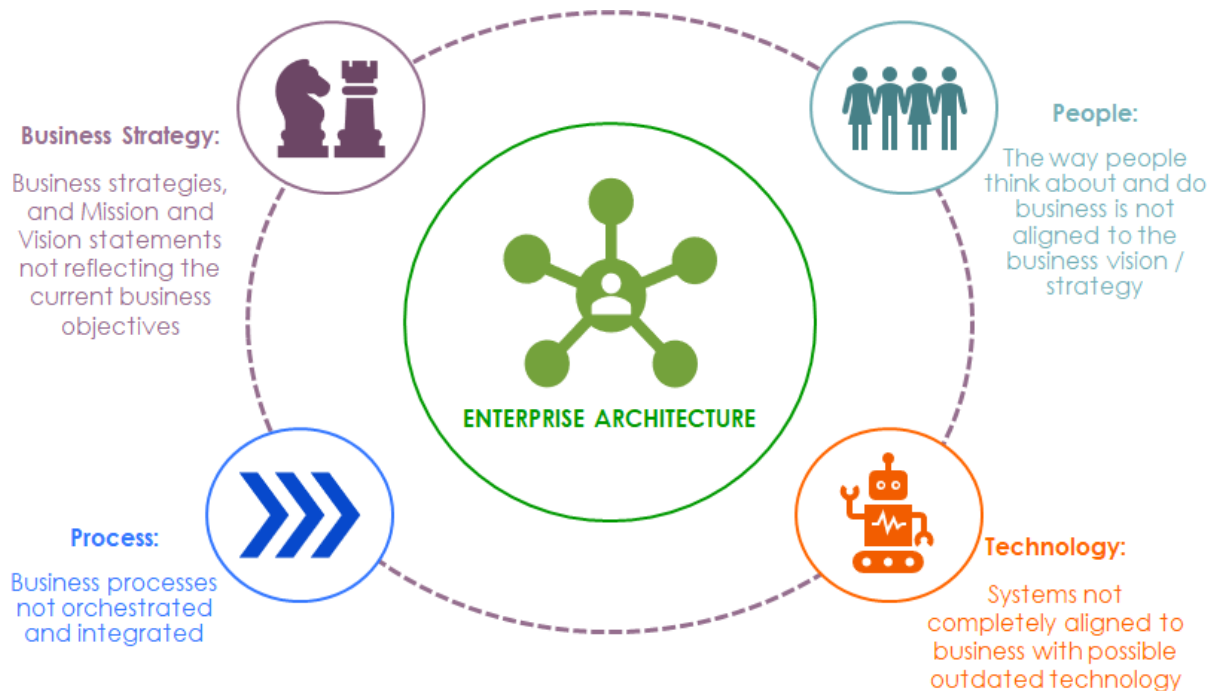
On a more specific technical level, GMT plans to introduce more user-friendly and functional mobile applications. Improved MIS functionality, including dashboards and analytical capabilities are also being developed.

The cohesive alignment of people, processes, technology, strategy and vision will enable GMT and the Western Cape Government to act as a centre of excellence both nationally and continentally. This centre of excellence will foster life-long learning and be a creative space for the brilliant minds of our future to thrive.

Both the private and government sectors are under immense pressure to provide quality and cost-effective services to sustain their businesses.

For GMT to stay on the competitive edge and to maintain its value proposition, it needs to proactively respond to changes by aligning the four key business drivers: strategy, people, process and technology (see Figure 10).

Figure 10: Enterprise architecture and the four business drivers



Source: GMT: ICT Management support

The end-product of the Enterprise Architecture Programme is a management system that will enable improved and faster service delivery. This is expected to enable GMT to become a performance-driven organisation that meets its strategic objectives and functional priorities by leveraging leading technology.

3. Collaboration

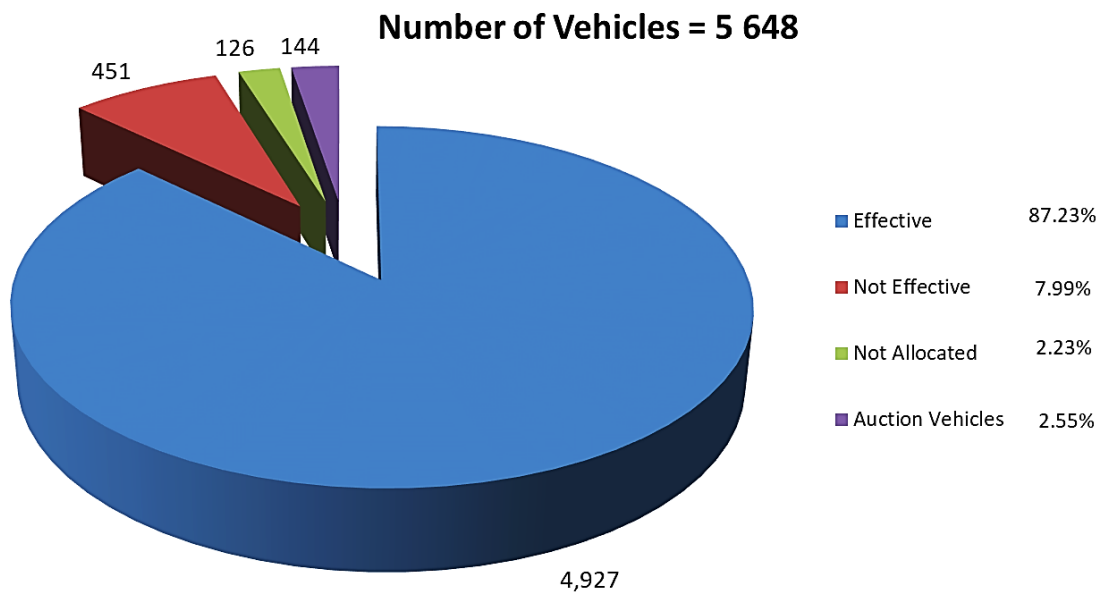
Name change (and branding) (#ubuntumobility)

GMT, with its well-established systems and processes and strong financial position, is well-placed to expand its footprint to sign up new clients from within the public sector and possibly the private sector. In order to give effect to the strategy, the name of the entity and its branding must be revisited to better give effect to its mandate of providing mobility management, services and solutions. The re-naming and rebranding exercise will be done in consultation with GMT's internal and external stakeholders.

Vehicle utilisation and regional vehicle pools

GMT set a benchmark of 1 000 kilometres per month per vehicle as the minimum distance that should be travelled in order for a vehicle to be classified as "effectively utilised". In order to increase the percentage of vehicles that are effectively utilised, the entity consulted with client institutions to explore options for reducing the number of permanently allocated vehicles, which attract daily tariffs regardless of whether the vehicles were used or not. For this reason, the entity increased the number of vehicles in the GMT pool available for hire by client institutions as and when the need arose.

Figure 11: Effective/non-effective vehicles (December 2019)



Source: GMT: Fleet Management (FLEETMAN) system

To further improve vehicle utilisation through making vehicles available for short- to medium-term hire, the entity extended its strategy to include the establishment of regional “GMT pools”, with the first such facility opening its doors in George during the 2019/20 financial year. The establishment of other strategically located regional pools will be considered in consultation with client institutions to better serve the citizens.

4. Service delivery

Accommodation

GMT’s operations are spread across five facilities, which is not ideal. During the 2018/19 financial year, the Directorate: Fleet Services moved to the newly built facility at 3 Rusper Street, Maitland to accommodate the growing number of staff members and a larger fleet. Construction on Phase 2 of the GMT building at 3 Rusper Street commenced in the second quarter of the 2019/20 financial year and the regional pool facility in George was finalised during the same financial year.

Staff wellness and motivation

Regular staff surveys will be introduced to provide an opportunity for staff at all levels to give input into the strategy and direction of the entity, as well as sharing their views with regards to cultural changes, wellness and other factors directly impacting on their well-being in the workplace. Through regular internal communication, the management team will recognise staff innovation and achievements.

5. Story-telling

Stakeholder engagement

The roles and functions of GMT's client liaison officers (CLOs) will be reviewed to ensure alignment with the entity's strategy and its need to build capacity in client institutions to improve the management of vehicles under the direct control of departments. The roles of CLOs may be enhanced to include regular client surveys and feedback sessions to enable the entity to be more agile and responsive to the needs of clients and citizens.

In order to tell the story of how its services directly or indirectly impact on the lives of citizens, GMT will embark on a campaign to highlight the journeys of its vehicles, products and services. This will inform internal and external stakeholders of the work being done and achievements of the entity and its staff.

Designing and developing systems cannot be done in isolation. We are living in a complex inter-connected environment with a direct impact on how people live, work and operate. Designing for the future needs to adopt a systemic approach utilising futures design thinking and systems theory that give effect to a more inclusive and collaborative design process.

Part of this dynamic approach incorporates behavioural economics, a method of economic analysis that applies psychological insights into human behaviour to explain economic decision-making. It studies the effects of psychological, cognitive, emotional, cultural and social factors on the economic decisions of individuals and institutions.

GMT will endeavour to:

- **Build understanding** by conducting research that provides us with a deeper appreciation of stakeholder needs and expectations;
- Synthesise this research and transform the "data" into useful and usable insights that will help us **shape choices**; and
- Learn as we test and refine our choices with key stakeholders so we're well prepared and positioned to **make better decisions**.

Shaping people's behaviour in a positive way will play a significant role in achieving the desired objectives of GMT. To this end GMT can be used as a "laboratory" to do research and test behavioural economics initiatives.

These initiatives will be unpacked further in the performance and operational plans for GMT.

4.2.2 Organisational environment

The Corporate Services Centre (CSC) at the Department of the Premier renders support services to GMT in the form of human resource management, enterprise risk management, internal audit, legal services, Provincial Forensic Services, and ICT services, in accordance with an agreed governance framework.

The recruitment process to fill vacant posts, created as a result of the GMT organisational redesign, is gaining momentum since the Directorate: Fleet Services moved to the new GMT offices in Maitland.

The tables below indicate the nature and composition of staff capacity available for GMT to deliver on its mandate.

Table 5: Vacancy rate

Chief Directorate	Establishment	Filled on establishment	Vacancy rate (%)	Additional to establishment
Office of Chief Director	2	1	50.0	0
Directorate: Fleet Service	127	72	43.3	1
Office of Director	2	1	50.0	1
Fleet Operations	46	31	33.0	0
Fleet Repair and Maintenance	47	17	64.0	0
Fleet Risk Management	32	23	28.1	0
Directorate: Fleet Finance	38	28	26.3	0
Office of Director	2	2	0.0	0
Management Accounting	2	2	0.0	0
Financial Accounting	30	21	30.0	0
Internal Control	4	3	25.0	0
Sub-directorate: Management Support Service	26	13	50.0	0
Total	193	114	41.0	1

Source: CSC: People Management Practices.

4.2.3 Internal stakeholder analysis

Stakeholders have relationships with each other, and this can influence how they view an intervention.

Stakeholders	Characteristics <i>E.g. Knowledge of institution's mandate, related policies and legislation, possible support, collaboration, experience and culture.</i>	Influence <i>E.g. Power that they have over or within GMT.</i>	Interest <i>E.g. Level of involvement a stakeholder can have at GMT and in interventions.</i>	Linkages with other stakeholders <i>E.g. Understanding of linkages and potential alliances with other stakeholders.</i>
Executive Authority	Sets policy direction in the context of provincial political and strategic priorities.	Direct influence over policy direction and decisions.	Direct interest in GMT's level of service to client institutions.	Engagement with Executive Authorities of client institutions.
Accounting Officer	Approves policy direction in the context of provincial strategic priorities. Signs off on strategies, plans and budgets.	Approval of policy direction, decisions and budgets.	Direct interest in GMT's level of service to client institutions.	Engagement with Accounting Officers of client institutions.
Chief Financial Officer	Guides policy direction in the context of departmental priorities and prescripts.	Direct influence over policy direction, decisions and budgets.	Direct interest in the trading entity's financial governance.	Engagement with Chief Financial Officers of client institutions, as well as Provincial and National Treasury.
GMT Management	Develops policy direction in the context of provincial strategic priorities. Compiles strategies, plans and budgets.	Develops policy direction, plans and budgets.	Direct control over GMT's products and service offerings to client institutions.	Engagement with Accounting Officers and management of client institutions.
GMT staff	Contribution towards and implementation of GMT policies. Implements strategies, plans and projects; and represent the direct interface with staff of client institutions.	Contribute towards policy direction, plans, projects and service delivery.	Critical stakeholder in GMT's service delivery to client institutions.	Engagements with officials of client institutions, users of GMT services and service providers.

Notes:



PART C

Measuring our performance

Part C: Measuring our performance

5 Institutional performance information

By placing the citizen at the centre of their operations, the DTPW and GMT are advocating a systems-thinking approach to structure citizen-centric planning and move the measure of performance away from the traditional output measurement to a more nuanced measure of impact. A key finding of the review of the previous five-year strategic period underscored the apparent disconnect between government deliverables and the impact of those deliverables on the lives of citizens. Within this context, measurement of performance can no longer be a statistical analysis – but rather a measure of the impact on the entity's clients and citizens. In this regard, GMT will develop client and citizen feedback loop mechanisms that will enable it to articulate and measure collaboration with client institutions and the impact of this collaboration on service delivery.

6 Impact statement

Applying the Theory of Change methodology, GMT will over time design a comprehensive performance and evaluation framework that measures the extent to which its work is giving effect to its vision by creating cause-and-effect linkages between the entity's impact statement, its outcomes and a coherent set of performance measures.

It is worth noting that GMT has followed the example of the DTPW by including a fifth perspective to the standard four Balanced Scorecard perspectives namely, the environment. From a sustainable development, *triple-bottom-line*, viewpoint, the environment is the primary habitat within which all species, including humans, cannot do without to survive. In the context of resource resilience, all things ultimately start with a natural resource, and it is upon this premise that GMT recognises the environment as the apex perspective. The DTPW and GMT are therefore in the process of developing integrated *triple-bottom-line* Balanced Scorecard in order to generate a strategy map that links the entity's five Balanced Scorecard perspectives to all relevant strategic informants (SDGs, Agenda2063, OneCape2040, State of the Nation [SONA] 2019 Priorities, and State of the Province [SOPA] 2019 Priorities) through a golden thread.

No.	Perspective	GMT imperative
1.	Environment	Protecting the biome i.e. flora and fauna preservation
2.	Client	Improving the quality of life of every citizen
3.	Financial	Maintaining a strong financial position for the entity
4.	Internal process	Effective and efficient processes that enhance the entity's value proposition to client institutions
5.	Learning and growth	Creating an environment for collaboration and innovation.

GMT generated a Theory of Change represented by a “result chain” diagram, keeping the process as flexible as possible. This tool allows ongoing monitoring and evaluation of the extent to which the strategy is achieving its desired outcomes.

GMT developed the following impact statement and outcomes to guide its delivery over the five-year strategic planning period:

Impact statement

Reliable, accessible, innovative and environmentally responsible mobility solutions.

7 Measuring our outcomes

In the process of unpacking the five key themes identified during GMT's planning session and the initiatives proposed under each theme, three broad focus areas were identified through which the entity would drive and measure the progress, implementation and outcomes of its strategy. These are:

- Leaders in mobility solutions (R&D);
- Greening the fleet; and
- Satisfied stakeholders.

Outcome	Outcome indicator	Baseline	Five-year target
Leaders in mobility solutions (R&D)	Autonomous vehicle strategy	0	1
	Number of benchmark engagements	1	10
	Number of mobile applications (Apps) developed	1	5
Greening the fleet	Number of strategy documents on introduction of alternative fuel vehicles in the Western Cape	0	1
	Reducing the ratio of CO ₂ emissions relative to the size/ kilometres of the fleet	*3.8 ¹	3.4
	Percentage of alternative fuel vehicles (not internal combustion engines) in the fleet	0.35 (20)	2.5 (175)
Satisfied stakeholders	Number of financial and governance frameworks reviewed	0	5
	Number client engagements	30	60
	Number of regional vehicle pools	1	2

¹ * Based on fleet size of 5 762 as at the end of March 2019 and estimated 22 000 tons of CO₂ emissions over the calendar year.

7.1 Explanation of planned performance over the five-year planning period

GMT developed the following outcomes to give effect to the impact statement, namely: Reliable, accessible, innovative and environmentally responsible mobility solutions

Outcome 1	Leaders in mobility solutions (R&D)
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In order to expand the entity's value proposition to its broad base of clients, it is imperative that GMT is in a position to proactively guide clients on their mobility needs. This requires the entity and its staff to stay abreast and even inform developments in the vehicle and fleet management eco-systems.

The 4IR is already having major impacts on the design and supply of vehicles in the South African market and will continue to impact on decisions that GMT will have to make with regards to fleet composition in the future. These decisions will also be informed by the entity's approach to collaboration with stakeholders and its application of technology in the context of IoT.

This Outcome: Leaders in mobility solutions (R&D) is also aligned to the following Provincial Policy directives:

- NDP Chapter 5: Environmental sustainability and resilience;
- OneCape 2040: Green Cape; and
- VIP4: Mobility, Spatial Transformation and Human Settlements.

Key interventions under this outcome include:

- The development of a strategy on autonomous vehicles;
- Development and signing of an agreement with academic, private sector and government stakeholders on a Design Laboratory Collaboration (Ubuntu mobility design laboratory); and
- Development of mobile applications to enhance reliability and client access to GMT's products and services.

Outcome 2	Greening the fleet
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The entity has adopted a responsible approach to the environment and in so doing has prioritised the reduction of its carbon footprint through innovative means.

This Outcome: Greening the fleet contributes to the following Provincial Policy directives:

- VIP1: Safe and cohesive communities;
- VIP2: Growth and jobs;
- VIP4: Mobility and spatial transformation;
- NDP Chapter 5: Environmental sustainability and resilience; and
- OneCape 2040: Green Cape.

Key interventions under this outcome include:

- Completing a strategy on electric and alternative fuel vehicles for GMT in the first year of the strategic planning cycle;

- Setting a responsible and far-reaching target for the reduction in total CO₂ emissions; and
- Setting a target for the uptake of electric and alternative fuel vehicles into the fleet over the planning period.

Outcome 3

Satisfied stakeholders

While GMT is not profit-driven, it is required to maintain a sound financial position in order to maintain its ability to provide a value proposition to its clients in a manner that will ensure that both internal and external stakeholders are satisfied.

In support of this strategy, the entity will review and redesign its current method of conducting client surveys through the use of technology and identifying touch points along the GMT value chain where client experience can be measured.

The Entity's Outcome 3: Satisfied stakeholders contributes to the following Provincial Policy directives:

- VIP2: Growth and jobs, specifically these focus areas:
 - Growing the economy through export growth;
 - Creating opportunities for job creation through skills development; and
 - Creating an enabling environment for economic growth through resource resilience.
- VIP4: Mobility and spatial transformation;
- VIP5: Innovation and culture;
- NDP Chapter 13: Building a capable and developmental state with specific objectives focusing on:
 - Staff at all levels have the authority, experience, competence and support they need to do their jobs; and
 - Relations between national, provincial and local government are improved through a more proactive approach to managing the intergovernmental system.
- NDP Chapter 15: Nation building and social cohesion through a critical target to seek a united, prosperous, non-racial, non-sexist and democratic South Africa with ten actions in place to achieve this target.

Key interventions under this outcome include:

- Reviewing GMT's financial and governance frameworks to maximise efficiencies while also improving or strengthening its financial position;
- Improving internal and external stakeholder relations through regular surveys and story-telling; and
- Establishing regional vehicle pools with the aim of improving vehicle utilisation and accessibility and reducing costs of the entity's fleet, products and services for clients.

8 Key risks and mitigations

Outcome	Key risk	Risk mitigation	Assumptions
Leaders in mobility solutions (R&D)	• Weak legislation.	• Collaboration with regulatory authorities.	<ul style="list-style-type: none"> • GMT members appointed as Bid Specification and Business Enterprise Centre members for various National Transversal contracts coordinated by NDOT and National Treasury. • Attending transport, finance and ICT conferences. • GMT is a member of the Coordinating Committee of Government Motor Transport (CCGMT). • Legislation able to be drafted and/or enacted to ensure compliance and facilitate improved service delivery.
	• Market readiness.	• Collaboration and regular engagements with OEMs.	<ul style="list-style-type: none"> • GMT have an existing relationship with Volkswagen South Africa and meet regularly. • To expand to other OEMs as well. • OEMs able to meet requirements and deliver on expectations.
	• Internal capacity and skills.	• Skills development plan and organisational review.	<ul style="list-style-type: none"> • Attending transport, finance and ICT conferences • Vacant posts will be filled and staff will be trained to perform to required standards
Greening the fleet	• Impact of vehicle pricing on tariff structure.	• Regular review of tariff structures.	<ul style="list-style-type: none"> • GMT data mining and analysis (cents per kilometre). • Favourable market conditions and client institutions acceptance of tariff structures
	• Useful life of asset components (e.g. batteries in electric and alternative fuel vehicles).	• Design Laboratory Collaboration.	<ul style="list-style-type: none"> • Research and development components able to meet industry standards
	• Availability of vehicles on national transversal contracts.	• Influencing national contract specifications.	<ul style="list-style-type: none"> • Appropriate vehicles and services available on the national contracts. • GMT also uses limited bidding to procure vehicle types/ models not offered on the National RT57 contract. • Sufficient available vehicles to meet demand.

Outcome	Key risk	Risk mitigation	Assumptions
	<ul style="list-style-type: none"> User perception of electric and alternative fuel vehicles. 	<ul style="list-style-type: none"> Stakeholder engagements and communications to dispel negative perceptions. 	<ul style="list-style-type: none"> Client institutions acceptance of new technologies.
	<ul style="list-style-type: none"> Inadequate infrastructure for rollout of electric and alternative fuel vehicles. 	<ul style="list-style-type: none"> Holistic strategy which includes infrastructure development in partnership with OEMs and private sector. 	<ul style="list-style-type: none"> Budget availability and stakeholder capacity to meet requirements and demand.
	<ul style="list-style-type: none"> Uncertainty with regards to electricity supply (that impacts on road fuelling of the GMT fleet). 	<ul style="list-style-type: none"> Exploring alternative/renewable electrical supply at facilities. 	<ul style="list-style-type: none"> GMT Maitland already fitted with PV panels. To explore the installation of a diesel bowser onsite at GMT Maitland (bulk fuel cost savings – as the price of diesel is not regulated). Infrastructure available to meet requirements and demand. Exploration of alternative energy products available to meet vehicle/transport needs.
Satisfied stakeholders	<ul style="list-style-type: none"> Application and interpretation of accrual accounting standards. 	<ul style="list-style-type: none"> Annual evaluation of requirements and engagement with stakeholders to clarify before operationalising. 	<ul style="list-style-type: none"> Alignment to national and provincial accounting and reporting standards for compliance, consistency and uniformity.
	<ul style="list-style-type: none"> Negative perception of GMT's products and service delivery. 	<ul style="list-style-type: none"> Story-telling and regular communication with stakeholders. 	<ul style="list-style-type: none"> Positive outlook for GMT to promote service offerings and client institutions willing to accept change.
	<ul style="list-style-type: none"> Inadequate utilisation by clients of regional pool services. 	<ul style="list-style-type: none"> Story-telling and communication to highlight the benefits of regional pools to clients. 	<ul style="list-style-type: none"> Clients willing to change behaviour and/or accept improved operational efficiencies.

9 Public entities

Government Motor Transport operates as a trading entity under the auspices of the Department of Transport and Public Works.

Notes:

A close-up photograph of a person's hand holding a car key. The hand is inserting a red transponder chip into a slot on the car's dashboard. The key has a blue plastic head and a silver metal ring. The background shows the interior of a car, including a speaker and a USB port.

PART D

Technical indicator description

Part D: Technical indicator description

Indicator number	1.1				
Indicator title	Autonomous vehicle strategy				
Short Definition	The development of a strategy for autonomous vehicles.				
Purpose	To build capacity and introduce innovative technology solutions for the entity to become leaders within transport mobility.				
Strategic link	VIP#: 4 Mobility and spatial transformation	Focus area(s): Better linkages between places through public transport and mobility systems	Output(s): Strategy document	Intervention(s): Strategic workshops	
Source of data	Research and Development				
Method of calculation/assessment	Qualitative				
Data limitations	None				
Type of indicator	Input:	Activities:	Output:	Outcome: X	
	Service Delivery Indicator:		Direct Service Delivery:		
			Indirect Service Delivery: X		
	Demand Driven Indicator:		Yes, demand driven:		
			No, not demand driven: X		
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:	Non-cumulative: X		
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Indicator responsibility	Chief Director				
Spatial Transformation (where applicable)	Not applicable				
Disaggregation of beneficiaries (where applicable)	Target for women;		Not applicable		
	Target for youth:		Not applicable		
	Target for people with disabilities:		Not applicable		
Assumption	Government still committed to this strategy.				
Means of verification	Report				

Indicator number	1.2			
Indicator title	Number of benchmark engagements			
Short Definition	Benchmark engagement will be defined as inward benchmarking by other fleet management groups, as well as outward benchmarking by the Entity to benchmark our services against national and international best practices.			
Purpose	To measure performance against norms and standards to provide the best levels of service.			
Strategic link	VIP#: 5 Innovation and culture	Focus area(s): Governance transformation	Output(s): Surveys and signed contracts	Intervention(s): Workshops/ client engagements / R&D
Source of data	Research (best practice)			
Method of calculation/ assessment	Qualitative			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: X	
	Demand Driven Indicator:		Yes, demand driven:	
No, not demand driven: X				
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:		Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X		Lower than target:
Indicator responsibility	Deputy Director: Management Support Services			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for women;		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumption	Support/ cooperation from internal and external stakeholders.			
Means of verification	Reports			

Indicator number	1.3			
Indicator title	Number of mobile applications (Apps) developed			
Short Definition	To enhance reliability and client accessibility to the entity's products and services.			
Purpose	To enhance client experience.			
Strategic link	VIP#: 5 Innovation and Culture	Focus area(s): Integrated service delivery	Output(s): Mobile applications	Intervention(s): Development of application
Source of data	Research and development			
Method of calculation/assessment	Qualitative			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: X	
	Demand Driven Indicator:		Yes, demand driven:	
No, not demand driven: X				
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:		Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X		Lower than target:
Indicator responsibility	Deputy Director: Management Support Service			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for women;		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumption	A working user-friendly and functional application.			
Means of verification	Actual working application			

Indicator number	2.1			
Indicator title	Number of strategy documents on introduction of alternative fuel vehicles in the Western Cape			
Short Definition	The development of a strategy for alternative fuel vehicles.			
Purpose	To build capacity and introduce innovative technology solutions for the entity to become leaders within transport mobility.			
Strategic link	VIP#: 4 Mobility and spatial transformation	Focus area(s): Better linkages between places through public transport and mobility systems	Output(s): Strategy document	Intervention(s): Strategic workshops
Source of data	Research and Development			
Method of calculation/assessment	Qualitative			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Service Delivery Indicator:	
			Indirect Service Delivery: X	
	Demand Driven Indicator:		Demand Driven Indicator:	
			No, not demand driven: X	
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:		Non-cumulative: X
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X		Lower than target:
Indicator responsibility	Chief Director			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for women;		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumption	Government still committed to this strategy.			
Means of verification	Report			

Indicator number	2.2			
Indicator title	Reducing the ratio of CO ₂ emissions relative to the size/ kilometres of the fleet			
Short Definition	Setting a responsible and far reaching target for the reduction in total CO ₂ emissions			
Purpose	Compliance to international standards			
Strategic link	VIP#: 1 Safe and Cohesive Communities	Focus area(s): Increased social cohesion and safety of public spaces	Output(s): Vehicles	Intervention(s): Procuring alternative fuel vehicles and/ or conversions
Source of data	System			
Method of calculation/ assessment	Quantitative			
Data limitations	Compliance to international standard			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: X	
	Demand Driven Indicator:		Yes, demand driven: X	
No, not demand driven:				
Calculation type	Cumulative Year-end: X	Cumulative Year-to-date:		Non-cumulative:
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target: X	On target:		Lower than target:
Indicator responsibility	Director: Fleet Services			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for women;		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumption	CO ₂ emissions compliance			
Means of verification	Compliant vehicle			

Indicator number	2.3			
Indicator title	Percentage of alternative fuel vehicles (not internal combustion engines) in the fleet			
Short Definition	Setting a target for the uptake of alternative fuel vehicles into the fleet over the planning period.			
Purpose	To increase the alternative fuel vehicle fleet.			
Strategic link	VIP#: 1 Safe and Cohesive Communities	Focus area(s): Increased social cohesion and safety of public spaces	Output(s): Vehicles	Intervention(s): Procuring alternative fuel vehicles and/ or conversions
Source of data	Systems			
Method of calculation/ assessment	Quantitative			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: X	
	Demand Driven Indicator:		Yes, demand driven: X	
No, not demand driven:				
Calculation type	Cumulative Year-end: X	Cumulative Year-to-date:		Non-cumulative:
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X		Lower than target:
Indicator responsibility	Director: Fleet Services			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for women;		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumption	Availability of vehicles			
Means of verification	Actual vehicles			

Indicator number	3.1			
Indicator title	Number of financial and governance frameworks reviewed			
Short Definition	To maximise efficiencies while also improving or strengthening its financial position.			
Purpose	To improve financial governance.			
Strategic link	VIP#: 5 Innovation and culture	Focus area(s): Governance transformation	Output(s): Reports	Intervention(s): Reviews
Source of data	System			
Method of calculation/assessment	Qualitative			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: X	
	Demand Driven Indicator:		Yes, demand driven:	
No, not demand driven: X				
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X		Lower than target:
Indicator responsibility	Director: Fleet Finance			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for women;		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumption	None			
Means of verification	Report			

Indicator number	3.2				
Indicator title	Number of client engagements				
Short Definition	Improving internal and external stakeholder relations through regular surveys and story-telling				
Purpose	To improve customer relations				
Strategic link	VIP#: 5 Innovation and culture	Focus area(s): Integrated service delivery	Output(s): Surveys	Intervention(s): Workshops/ surveys/ communication	
Source of data	Surveys				
Method of calculation/ assessment	Qualitative				
Data limitations	Volume of surveys				
Type of indicator	Input:	Activities:	Output:	Outcome: X	
	Service Delivery Indicator:		Direct Service Delivery:		
			Indirect Service Delivery: X		
	Demand Driven Indicator:		Yes, demand driven:		
			No, not demand driven: X		
Calculation type	Cumulative Year-end: X	Cumulative Year-to-date:		Non-cumulative:	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:	
Desired performance	Higher than target:	On target: X		Lower than target:	
Indicator responsibility	Deputy Director: Management Support Services				
Spatial Transformation (where applicable)	Not applicable				
Disaggregation of beneficiaries (where applicable)	Target for women;		Not applicable		
	Target for youth:		Not applicable		
	Target for people with disabilities:		Not applicable		
Assumption	Surveys are a representative sample of the stakeholder base				
Means of verification	Reports				

Indicator number	3.3			
Indicator title	Number of regional vehicle pools			
Short Definition	Establishing regional vehicle pools with the aim of improving vehicle utilisation and accessibility and reducing costs of the entity, products and services for clients.			
Purpose	Enhanced availability and access to vehicles			
Strategic link	VIP#: 4 Mobility and spatial transformation	Focus area(s): Better linkages between places through public transport and mobility systems	Output(s): Regional hubs	Intervention(s): Providing the space for the facility
Source of data	Research			
Method of calculation/assessment	Qualitative			
Data limitations	None			
Type of indicator	Input:	Activities:	Output:	Outcome: X
	Service Delivery Indicator:		Direct Service Delivery:	
			Indirect Service Delivery: X	
	Demand Driven Indicator:		Yes, demand driven:	
No, not demand driven: X				
Calculation type	Cumulative Year-end:	Cumulative Year-to-date:	Non-cumulative: X	
Reporting cycle	Quarterly:	Bi-annually:	Annually: X	Biennially:
Desired performance	Higher than target:	On target: X		Lower than target:
Indicator responsibility	Chief Director			
Spatial Transformation (where applicable)	Not applicable			
Disaggregation of beneficiaries (where applicable)	Target for women;		Not applicable	
	Target for youth:		Not applicable	
	Target for people with disabilities:		Not applicable	
Assumption	Budget availability			
Means of verification	Regional hubs			

Notes:



Annexures

Annexure A: Legislative mandates

In the main, the national and provincial policies and strategies described below guide the DTPW, inclusive of GMT in the discharge of its responsibilities.

Function	Legislation
Transport	<p>Administrative Adjudication of Road Traffic Offences Act, 1998 (Act 46 of 1998) Promotes road traffic quality by providing for a scheme to discourage road traffic contraventions; facilitates the adjudication of road traffic infringements; supports the prosecution of offenders in terms of national and provincial laws relating to road traffic; implements a points demerit system; provides for the establishment of an agency to administer the scheme; provides for the establishment of a board to represent the agency; and provides for related matters.</p>
	<p>National Land Transport Act, 2009 (Act 5 of 2009) Provides for the process of transformation and restructuring of the National Land Transport System initiated by the National Land Transport Transition Act, 2000 (Act 22 of 2000), through:</p> <ul style="list-style-type: none"> the formulation and implementation of provincial land transport policy and strategy; the planning, coordination, and facilitation of land transport functions; collaboration between municipalities; and liaison with other government departments.
	<p>National Road Traffic Act, 1996 (Act 93 of 1996) (NRTA) The DTPW, with the Member of the Executive Council (MEC) [Provincial Minister] as designated authority, must ensure that all functions relating to the registration and licensing of motor vehicles, driver fitness testing and vehicle fitness testing are performed. In addition, the DTPW is responsible for the management of events that take place on public roads. The NRTA regulates registration and licensing of motor vehicles, manufacturers, builders and importers; fitness of drivers; operator fitness; road safety; road traffic signs; speed limits; accidents and accident reports; reckless or negligent driving; inconsiderate driving; driving while under the influence of intoxicating liquor or a drug having a narcotic effect; and miscellaneous road traffic offences.</p>
	<p>Road Safety Act, 1972 (Act No. 9 of 1972) Aims to promote road safety through determining the powers and functions of the Minister and Director General.</p>
	<p>Road Traffic Act, 1989 (Act No. 29 of 1989) Promotes and regulates road safety.</p>
	<p>Road Traffic Management Corporation Act, 1999 (Act 20 of 1999) Provides, in the public interest, for cooperative and coordinated strategic planning, regulation, facilitation, and law enforcement in respect of road traffic matters by the national, provincial, and local spheres of government; regulates the contracting out of road traffic services; provides for the phasing in of private investment in road traffic and, to that end, provides for the establishment of the RTMC and related matters.</p>
	<p>Road Transportation Act, 1977 (Act 74 of 1977) Provides for the control of certain forms of road transportation and related matters.</p>
	<p>Western Cape Provincial Road Traffic Administration Act, 2012 (Act 6 of 2012) Regulates certain road traffic matters in the province.</p>

Function	Legislation Western Cape Road Transportation Act Amendment Law (Law 8 of 1996) Makes provision for the establishment of a provincial transport registrar and the registration of minibus taxi associations, operators, and vehicles.
	Western Cape Toll Road Act, 1999 (Act 11 of 1999) Provides for the tolling of provincial public roads in the Western Cape and for the planning, design, declaration, construction, operation, management, control, maintenance, and rehabilitation of provincial toll roads.
	Cape Roads Ordinance, 1976 (Ordinance 19 of 1976) Provides that the province has sole authority over relaxations of the statutory 5.0 metre and 95 metre building lines pertaining to various classes of provincially proclaimed roads and provides for the alteration/change of a road's classification (section 4). Such applications are usually received from the district municipality with jurisdiction over the area in question via the District Roads Engineer, but they can also originate from the DTPW's head office.
Public Works and Property Management	Government Immovable Asset Management Act, 2007 (Act 19 of 2007) (GIAMA) Promotes government's service delivery objectives through the sound management of immovable assets they use or control. GIAMA stipulates the responsibilities of the user and those of the custodian which, in the Western Cape, is DTPW Provincial Public Works.
	National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977) Requires DTPW, as custodian and regulator of the built environment in the Western Cape, to ensure that all building and construction work on government property complies with the law.
	National Heritage Resources Act, 1999 (Act 25 of 1999) Introduces an integrated and interactive system for the management of the national heritage resources, sets down general principles for governing heritage resources management, introduces an integrated system for the identification, assessment and management of heritage resources, and enables the provinces to establish heritage authorities which must adopt powers to protect and manage certain categories of heritage resources. Requires the DTPW to subject properties identified for development or regeneration activities to comprehensive heritage impact assessments (where these are required by the Act) and an approval process to preserve the heritage aspects of the properties in question.
Transversal	Western Cape Land Administration Act, 1998 (Act 6 of 1998) Provides for the acquisition of immovable property and the disposal of land that vests in the WCG, and for the management of incidental matters. The DTPW is responsible for continuously updating the asset and property register, procuring additional properties that may be required, and relinquishing or redeveloping properties that fall into disuse.
	Basic Conditions of Employment Act, 1997 (Act 75 of 1997) Gives effect to fair labour practices referred to in section 23(1) of the Constitution by establishing and making provision for the regulation of basic conditions of employment, and thereby to comply with the obligations of the Republic as a member state of the International Labour Organization.
	Basic Conditions of Employment Act, 1997 (Act of 1997): Ministerial Determination 4: EPWP [Expanded Public Works Programme], gazetted 4 May 2012 Contains the standard terms and conditions for workers employed in elementary occupations in an EPWP project.
	Broad-Based Black Economic Empowerment (BBBEE) Act, 2003 (Act 53 of 2003) Establishes a legislative framework for the promotion of BBBEE; empowers the Minister to issue codes of good practice and to publish transformation charters; and establishes the Black Economic Empowerment Advisory Council.

Function	Legislation
	<p>Competition Act, 1998 (Act 89 of 1998) Provides for the establishment of a Competition Commission responsible for the investigation, control and evaluation of restrictive practices, abuse of dominant position, and mergers; for the establishment of a Competition Tribunal responsible for adjudicating such matters; for the establishment of a Competition Appeal Court; and for related matters.</p>
	<p>Consumer Protection Act, 2008 (Act 68 of 2008) Constitutes an overarching framework for consumer protection. All other laws which provide for consumer protection (usually within a particular sector) must be read together with the Act to ensure a common standard of protection. The Act applies to all suppliers of goods and services.</p>
	<p>Control of Access to Public Premises and Vehicles Act, 1985 (Act 53 of 1985) Provides for the safeguarding of certain public premises and vehicles and for the protection of the people therein or thereon, and for related matters.</p>
	<p>Criminal Procedure Act, 1977 (Act 51 of 1977) Makes provision for procedures and related matters in criminal proceedings.</p>
	<p>Division of Revenue Act (DORA) An annual Act of Parliament which provides, inter alia, for the equitable division of revenue anticipated to be raised nationally among the national, provincial, and local spheres of government and for Conditional Grants to provinces to achieve government's policy objectives. It further promotes predictability and certainty in respect of all allocations to provinces and municipalities so that such administrations can plan their budgets over a multi-year period.</p>
	<p>Employment Equity Act, 1998 (Act 55 of 1998) Aims to achieve equity in the workplace by: 1) promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and 2) implementing affirmative action measures to provide redress for the disadvantages in employment experienced by designated groups, in order to ensure their equitable representation in all occupational categories and levels in the workforce.</p>
	<p>Firearms Control Act, 2000 (Act 60 of 2000) Establishes a comprehensive, effective system of firearms control and related matters.</p>
	<p>Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005) Provides for: the establishment of a framework for national government, provincial governments, and local governments to promote intergovernmental relations; mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and related matters.</p>
	<p>Labour Relations Act, 1995 (Act 66 of 1995) Enables the DTPW to advance economic development, social justice, labour peace, and the democratisation of the workplace through giving effect to the purpose of the Act which includes providing a framework within which employees and their trade unions, employers and employers' organisations can: collectively bargain to determine wages, terms and conditions of employment and other matters of mutual interest; effectively resolve labour disputes; and provide for employee participation in decision-making in the workplace.</p>

Function	Legislation
	<p>Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) Provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities, and ensure universal access to essential services that are affordable to all; defines the legal nature of a municipality as including the local community within the municipal area, working in partnership with the municipality's political and administrative structures; provides for the manner in which municipal powers and functions are exercised and performed; provides for community participation; establishes a simple and enabling framework for the core processes of planning, performance management, resource mobilisation and organisational change which underpin the notion of developmental local government; provides a framework for local public administration and human resource development; empowers the poor and ensures that municipalities put in place service tariffs and credit control policies that take their needs into account by establishing a framework for the provision of services, service delivery agreements and municipal service districts; provides for credit control and debt collection; and establishes a framework for support, monitoring and standard-setting by other spheres of government in order to progressively build local government into an efficient, frontline development agency capable of progressively integrating the activities of all spheres of government for the overall social and economic upliftment of communities in harmony with their local natural environment.</p>
	<p>National Environmental Management Act, 1998 (Act 107 of 1998) Provides for cooperative environmental governance by establishing principles for decision making on matters affecting the environment, institutions that promote cooperative governance, and procedures for coordinating environmental functions exercised by organs of state; and provides for related matters.</p>
	<p>Occupational Health and Safety Act, 1993 (Act 85 of 1993) Requires DTPW, as custodian and regulator of the built environment, to ensure that all building and construction work on government property, irrespective of whom it is undertaken by, complies with this legislation and that the structures remain compliant throughout their life cycle.</p>
	<p>Preferential Procurement Policy Framework Act, 2000 (Act 5 of 2000) Provides that an organ of state must determine its preferential procurement policy and implement a preference points system whose aims may include contracting with persons, or categories of persons, historically disadvantaged by unfair discrimination on the basis of race, gender or disability.</p>
	<p>Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004) Provides for the strengthening of measures to prevent and combat corruption and corrupt activities.</p>
	<p>Promotion of Access to Information Act, 2000 (Act 2 of 2000) (PAIA) Fosters a culture of transparency and accountability in public and private bodies by giving effect to the right of access to information (provided by section 32 of the Constitution), and actively promoting a society in which people have effective access to information to enable them to more fully exercise and protect all their rights.</p>
	<p>Promotion of Administrative Justice Act, 2000 (Act 3 of 2000) (PAJA) Gives effect to section 33 of the Constitution which provides that everyone has the right to administrative action that is lawful, reasonable, and procedurally fair. Anyone whose rights have been adversely affected by administrative action has the right to be given reasons. PAJA deals with general administrative law and therefore binds the entire administration at all levels of government.</p>

Function	Legislation
	<p>Protection of Personal Information Act, 2013 (Act 4 of 2013) Promotes the protection of personal information processed by public and private bodies; introduces certain conditions so as to establish minimum requirements for the processing of personal information; provides for the establishment of an Information Regulator to exercise certain powers and to perform certain duties and functions in terms of this Act and PAIA; provides for the issuing of codes of conduct; provides for the rights of persons regarding unsolicited electronic communications and automated decision making; regulates the flow of personal information across the borders of the Republic; and provides for related matters.</p>
	<p>Provincial Archives and Records Service of the Western Cape Act, 2005 (Act 3 of 2005) Preserves archival heritage for use by the government and people of South Africa, and promotes efficient, accountable, transparent government through the proper management and care of government records.</p>
	<p>Public Finance Management Act, 1999 (Act 1 of 1999) Supports transparency, accountability, and sound management of the revenue, expenditure, assets, and liabilities of the DTPW.</p>
	<p>Public Service Act, 1994 (Proclamation 103 published in Government Gazette 15791 of 3 June 1994) This is the principal Act governing public administration. It provides the administrative and operational framework for government departments by providing guidelines on employment and human resource practices, i.e. conditions of employment, terms of office, discipline, retirement, and discharge of members of the public service, and related matters.</p>
	<p>Public Administration Management Act, 2014 (Act 11 of 2014) Promotes the basic values and principles governing the public administration referred to in section 195(1) of the Constitution; provides for the transfer and secondment of employees in the public administration; regulates conducting business with the State; provides for capacity development and training; provides for the establishment of the National School of Government; provides for the use of information and communication technologies in the public administration; and provides for the Minister to set minimum norms and standards for public administration.</p>
	<p>Skills Development Act, 1998 (Act 97 of 1998) Provides an institutional framework to devise and implement national, sector and workplace strategies to development and improve the skills in the workplace, and to integrate those strategies in the NQF. As the lead employer, DTPW has to ensure compliance with the employer's duties in terms of the workplace agreement and to ensure the implementation of the agreement in the workplace. Through the EPWP, DTPW implements learnership and skills development programmes to participants in artisan-related fields.</p>
	<p>Radio Act, 1952 (Act 3 of 1952) Controls radio activities and related matters.</p>
	<p>Radio Amendment Act, 1991 (Act No. 99 of 1991) To consolidate and amend the laws relating to the control of radio activities and matters incidental thereto.</p>
	<p>Western Cape Procurement Act, 2010 (Business Interests of Employees) (Act No. 8 of 2010) The Act restricts the business interests of employees of the Provincial Government and of provincial public entities, as well as members of controlling bodies of such entities, in entities conducting business with the Provincial Government and provincial public entities. The Act provides for the disclosure of such interests and for matter incidental thereto.</p>

Function	Legislation
	Western Cape Monitoring and Support of Municipalities Act, 2014 (Act 4 of 2014) Gives effect to sections 154(1) and 155(6) of the Constitution by making further provision for measures to support municipalities, to develop and strengthen the capacity of municipalities, and to improve their performance. Also gives effect to section 106(1) of the Local Government: Municipal Systems Act by providing for the monitoring of suspected non-performance and maladministration in municipalities, and for related matters.

Annexure B: Policy mandates

In the main, the national and provincial policies and strategies described below guide the DTPW, including the GMT Trading Entity, in the discharge of its responsibilities.

Function	Policies
Transport	National Freight Logistics Strategy, 2005 Reduces inland freight costs through lower system costs that result from increased efficiency, reliability, and lower transit times, thus offering the customer viable modal choices between road and rail.
	National Public Transport Strategy, 2007 This strategy has two key thrusts, namely: <ul style="list-style-type: none"> Accelerated modal upgrading, which aims to provide for new, more efficient, universally accessible, and safe public transport vehicles and skilled operators; and Integrated rapid public transport networks which aim to develop and optimise integrated public transport solutions.
	National Rural Transport Strategy, 2007 Provides guidance to all three spheres of government on dealing with challenges of mobility and access to mobility experienced in rural areas in an integrated, aligned, coordinated manner. Its two main strategic thrusts are: promoting coordinated rural nodal and linkage development; and developing demand-responsive, balanced, sustainable rural transport systems.
	National Road Safety Strategy, 2011–2020 Informs a national coordinated effort to improve education and enforcement regarding poor road use behaviour in line with international best practices and recommendations from the World Health Organization for developing countries.
	White Paper on National Transport Policy, 1996 Deals with safe, reliable, effective, efficient, fully integrated transport operations and infrastructure. These should meet the needs of freight and passenger customers in a way that supports government strategies for economic and social development while also being environmentally and economically sustainable.
	White Paper on Provincial Transport Policy, 1997 Builds on the foundation created by the White Paper on National Transport Policy by providing details of specific interventions responsive to the needs and opportunities in the Western Cape; and recognises current and future competencies assigned to provinces and other spheres of government under the Constitution.
	Road Safety Strategy for the Western Cape Province, 2005 Encourages a safer road environment by promoting road safety throughout the province, focusing on national and provincial routes; and is responsible for the basic training of traffic officer recruits in the province in order to ensure uniformity and professionalism.

Function	Policies
	<p>Western Cape Policy Statement on Transport for Special Needs Passengers (SNPs), 2009</p> <p>Places certain responsibilities on the DTPW to:</p> <ul style="list-style-type: none"> • Encourage the incremental accessibility of rail infrastructure and providing training to operators and their staff on dealing sensitively with special needs persons; • Support the provision of universally accessible public transport information services; • In association with the National Department of Transport, prepare and publish guideline requirements for accessible public transport vehicles; • Ensure that all new public transport facilities cater for special needs persons; and • Ensure that all future contracted public transport services in the province progressively include the operation of accessible services until all contracted services are either accessible and/or an alternative demand-responsive service is available.
Expanded Public Works Programme	<p>Guidelines on the Implementation of the EPWP</p> <p>The EPWP's objective is to create short- and medium-term work opportunities for the poor and unemployed as part of government's anti-poverty strategy. These work opportunities are combined with training to increase the employability of low-skilled beneficiaries in the formal employment market. The programme targets opportunities in the infrastructure, environment, culture, and social and non-state sectors.</p>
	<p>Guidelines on the Implementation of the National Youth Service (NYS)</p> <p>Provides that implementation of youth programmes is the responsibility of all the institutions of government. The responsibility for planning, coordinating, and initiating effective and innovative strategies for youth development therefore reside equally with the National Youth Commission and individual government departments in the national and provincial spheres.</p>
Transversal	<p>National Development Plan (NDP) 2030: Our Future: Make it Work</p> <p>The NDP is the long-term South African development plan. It aims to eliminate poverty and reduce inequality by 2030. It envisages these goals to be realised by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnership throughout society.</p>
	<p>Revised Framework for Strategic Plans and Annual Performance Plans</p> <p>Provides direction to national and provincial government institutions in respect of short- and medium-term planning. Institutionalises government's national development planning agenda through institutional plans. Provides planning tools for different types of plans and outlines the alignment between planning, budgeting, reporting, monitoring and evaluation.</p>
	<p>Budget Prioritization Framework</p> <p>Seeks to establish a systematic basis for making strategic choices among competing priorities and limited resources, in order to better optimise budgets as a key lever for driving the NDP.</p>
	<p>Provincial Strategic Plan, 2019 – 2024</p> <p>A set of overarching Vision-Inspired Priorities for the Western Cape Government, setting out clear outcomes to be achieved in the medium term. These VIPs reflect the needs and priorities of the provincial government and are used to drive integrated and improved performance aimed at achieving a safe Western Cape where everyone prospers.</p>

Function	Policies
	<p>Framework for Managing Programme Performance Information (FMPPI) 2007 The aims of the FMPPI are to:</p> <ul style="list-style-type: none"> • Improve integrated structures, systems and processes required to manage performance information; • Clarify definitions and standards for performance information in support of regular audits of such information where appropriate; • Define roles and responsibilities for managing performance information; and • Promote accountability and transparency by providing Parliament, provincial legislatures, municipal councils and the public with timely, accessible and accurate performance information.
	<p>Departmental Monitoring and Evaluation Framework and Manual Describes what monitoring and evaluation entails, as well as monitoring and evaluation systems and tools for results-based management.</p>
	<p>National Treasury Asset Management Framework v3.3, 2003 Provides broad guidelines for asset management.</p>
	<p>Provincial Spatial Development Framework The framework seeks to guide, overall spatial distribution of current and desirable land uses within a municipality in order to give effect to the vision, goals and objectives of the municipal Integrated Development Plan (IDP).</p>
	<p>South African Statistical Quality Assessment Framework (SASQAF) 2010 2nd ed. The Statistics South Africa official guide for data producers and assessors regarding the quality of statistics across eight dimensions: relevance, accuracy, timeliness, accessibility, interpretability, comparability and coherence, methodological soundness, and integrity.</p>
	<p>Western Cape E-Mobility Policy Transversal policy on the use of cellular data cards for official purposes. It regulates and standardises the practices and procedures for the acquisition, provisioning, and use of the data cards in the WCG and its departments and for the efficient and cost-effective management of this essential service.</p>
	<p>Western Cape Government Transversal Management System Aims to achieve measurable outcomes through the facilitation of sectoral clusters addressing issues transversally with individual line departments as the implementing agents; and manages the implementation of the Provincial Strategic Priorities transversally throughout the WCG. The Executive Project Dashboard is the information management tool for the system.</p>
	<p>Departmental Records Management Policy Provides the foundation for a corporate culture of responsibility for the management of information and records as an essential requirement for effective service delivery.</p>
	<p>White Paper on Human Resource Management, 1997 Focuses on the essential role of developing and transforming human resource capacity in order to meet the goals of efficient service delivery and transforming the public service.</p>

Annexure C: GMT client institutions

The full list of GMT's client institutions is depicted below.

Client institutions as at 1 January 2020
Western Cape Education Department
Cape Nature
Department of Transport and Public Works
Western Cape Provincial Parliament
Department of Health (Western Cape)
Department of Cultural Affairs and Sport
Department of Human Settlements
Provincial Treasury
Department of Social Development
Department of Environmental Affairs and Development Planning
Department of the Premier
Department of Agriculture
Department of Local Government
Gambling and Racing Board
Department of Economic Development and Tourism
Western Cape Liquor Authority
Department of Community Safety
Stellenbosch Municipality
Department of Justice and Constitutional Development
National Prosecuting Authority
Public Service Commission
Marine Living Resource Fund
Department of Agriculture, Forestry and Fisheries
Department of Home Affairs
Department of Labour
Department of Rural Development and Land Reform
Department of Environmental Affairs
Department of Cooperative Governance and Traditional Affairs
National Parliament
Department of International Relations and Cooperation
South African National Defence Force
National Telecommunication and Postal Services
Office of the Chief Justice

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