



Western Cape
Government

Mobility

FOR YOU

Government Motor Transport
Strategic Plan
for the fiscal
year 1 April 2025 to
31 March 2030





Western Cape
Government

Government Motor Transport Trading Entity

Strategic Plan
for the fiscal year
1 April 2025 to 31 March 2030

**Western Cape Mobility
Department**

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APOLOGY

We fully acknowledge the requirements of the Western Cape language policy and endeavour to implement it. It has been our experience that the English version of this document is in the greatest demand. Consequently, the document will be translated into 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 paperless environment and improved electronic content management, a limited number of hard copies of this Strategic Plan 2025/26 – 2029/30 will be produced.

VERSKONING

Ons gee volle erkenning aan die vereistes van die Wes-Kaapse taalbeleid en streef daarna om dit toe te pas. Dit is ons ondervinding dat die Engelse weergawe van die dokument die grootste aanvraag het. Die dokument gaan so gou moontlik in die ander twee amptelike tale van die Wes-Kaap vertaal word. 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 slegs 'n beperkte aantal harde kopieë van hierdie Strategiese Plan 2025/26 – 2029/30 beskikbaar wees.

ISINGXENGXEZO

Siyawuqonda umgaqo-Nkqubo weelwimi wePhondo kwaye siyazama ukuwufezekisa. Kambe ke esiyiqwalaseleyo yeyokuba lulwimi lwesiNgesi olufunwa ngamandla. Xa olu xwebhu lugqityiwe ukubhalwa ngolwimi lwesiNgesi luya kuguqulelwa ngezinye iilwimi ezisem-thethweni zeNtshona Koloni kwakamsinya. Ukuba kukho amakhwiniba kwinguqulelo yesiXhosa nesiBhu-lu esuka esiNgesini, uxwebhu lwesiNgesi luya kuba lolona lusetyenziswayo.

QAPHELA

Ukuxhasa iphulo leSebe ekunciphiseni imeko yokiusebenzisa amaphepha nophuculwa kulawulo lomxhilo we-elektroniki, inani eliqingqiweyo leekopi eziprintiweyo zesiCwangciso-qhinga sika-2025/26–2029/30.

Executive Authority statement

I am pleased to present the Strategic Plan for the period 1 April 2025 to 31 March 2030. The purpose of this plan is to provide the vision, strategic direction and focus areas for the Western Cape Government Motor Transport (WCGMT) as a trading entity within the administration of the Western Cape Mobility Department (WCMD).

South Africa is currently operating under the leadership provided by a Government of National Unity (GNU), ushering in a new and exciting opportunity for collaboration on improved, sustainable service delivery to citizens. The GNU serves as an example of the potential for partnerships between different stakeholders to produce innovative strategies, 'guided by a Statement of Intent, which outlines fundamental principles and a minimum programme of priorities' (Presidency Statement, Sunday 30 June 2024). GMT's strategy will demonstrate a focus on partnerships as a vehicle for leveraging diverse mobility-related technologies, assets and resources to deliver ever-increasing social and economic value to citizens.

The GNU has committed to prioritising rapid, inclusive and sustainable economic growth as well as the creation of a more just society, by addressing the dual challenges of poverty and inequality. This cannot happen if the digital divide, existing spatial patterns and public transport limitations simply act to unintentionally reinforce historically unequal access to opportunities. Innovative mobility solutions provide ways to enable communities and individual citizens to equitably access opportunities for education, healthcare, employment and leisure, provided by both the public and private sectors.

The GNU leadership has acknowledged that South Africa's National Development Plan: Vision 2030 remains the defining blueprint for South Africa's growth, while also drawing inspiration from the Medium Term Development Plan, the United Nations Sustainable Development Goals and the African Union's Agenda 2063 (Parliament, Mava Lukani, 19 July 2024). GMT's strategy takes its direction from the strategy of the Western Cape Mobility Department and the Western Cape Government's Growth for Jobs (G4J) strategy as well as from these important national and global foundational strategies.

All organisations, including all government institutions and entities must embark upon intentional processes of change in order to remain relevant to the needs and requirements of citizens and their evolving context. The Western Cape Government is no exception. Today and tomorrow's mobility sector exists at the intersection of technology, evolving renewable energy fuelled forms of propulsion, innovative vehicles and smart infrastructure. Smart highways, autonomous vehicles including drones, artificial intelligence and innovative business mobility models all have the potential to provide step-change solutions that address communities and citizens' need for access to opportunities, while at the same time enabling the public sector to become increasingly efficient and effective in delivering services.

A trading entity such as GMT needs to be able to provide an integrated mobility solution to its client institutions' needs and requirements. This may encompass the simple acquisition or leasing of vehicles, or it may require a more complex, integrated mobility solution encompassing vehicles, sensors, intelligent despatch and monitoring systems.

To develop valuable, feasible and viable solutions, GMT must be able to understand and interpret the challenges and opportunities faced by its clients and to design the best possible solutions, taking into consideration fiscal constraints and real-world operational realities. This

strategy sets out not only how GMT views its future but also how it intends to build new capabilities to do justice to its evolving mandate.

A recent structural “refresh” has resulted in the establishment of the Western Cape Mobility Department and its associated trading entity, the GMT. These have devolved from the Department of Transport and Public Works (DTPW), which is now called the Department of Infrastructure (DOI), which includes the human settlements department.

These structural changes have informed a WCMD and GMT that have both developed a deliberate mobility focus, informed by evolving mandates, a rapidly changing context and an innovative strategic intent to guide ongoing planning, capability development and future perspectives on work. GMT, in particular, has developed a systemic lens encompassing both a futures and a mobility orientation through which the necessary insights and industry foresight have been – and continue to be – generated.

These orientations have assisted GMT to incorporate new, innovative strategic themes into its strategy, encompassing global mobility trends, 4th and 5th Industrial Revolution (4IR and 5IR) elements such as New Energy Vehicles (including Electric Vehicles), and their related connections to the Internet-of-things (IoT), big data, automation, artificial intelligence (AI), etc. In preparing GMT for a rapidly changing and converging mobility landscape, the ongoing investments of WCMD and GMT into key projects such as thought leadership, governance and compliance systems, critical systems design, eMerge, in-vehicle technologies for traffic law enforcement, vehicle tracking systems and specialised vehicles (e.g., the Mobile Evidentiary Breath Alcohol Testing vehicles), driver behavioural change as well as the establishment of GMT regional hubs has been well received by all stakeholders.

In rethinking and developing its **2025-2030 Strategic Plan**, GMT has reaffirmed its existing Massive Transformative Purpose (MTP). This has enabled it to enhance current service offerings, reconceptualise new offerings and begin to build new strategic capabilities aligned to important mobility requirements such as:

- A revised and updated strategy for the implementation of New Energy Vehicles in order to reduce carbon emissions, aligned to the United Nation’s Sustainable Development Goals, OneCape2040 (Green Cape) and the Western Cape Government’s Provincial Strategic Portfolio focus areas.
- Designing and developing an integrated service delivery model that combines the inputs of government, business, citizens, academia and labour into a cohesive framework utilising systems science and critical design methodologies to inform future mobility solutions.
- The incorporation of information and communication technologies (ICT) into integrated mobility solutions are key to GMT operations including Fleet Management, Enterprise Resource Planning (ERP) systems, and mobile applications. These systems will be complimented by mobility platform designs capable of integrating different sources of data and ensuring global value for all of GMT customers. This will enable a one-platform-many-customers’ business model for GMT, offering low-cost scalability and expansion.
- Prudently expanding GMT’s core business of asset/fleet leasing and management across its current and future client bases, focused by an expansive mobility vision. This will include fostering relationships with the private sector to improve service delivery while facilitating socio-economic growth and citizen-centric development.

I am confident that the new GMT strategy can champion innovative asset/fleet management solutions and mobility-related enhancements that will improve the lives of all inhabitants of the Western Cape. As such, the Mobility Department is committed to supporting GMT in delivering on its MTP and strategic intent, as set out in this Strategic Plan.

I would like to thank the management and employees of GMT for their dedication and support in delivering an excellent service to the Western Cape Government in a challenging and rapidly evolving environment. I also wish to thank our client institutions for their continued support.

Isaac Sileku

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ISAAC SILEKU
EXECUTIVE AUTHORITY
WESTERN CAPE MOBILITY DEPARTMENT
DATE: 26 March 2025

Accounting Officer statement

GMT operates as a trading entity under the administration of the Western Cape Mobility Department. Its core mandate is to deliver effective fleet management services to its client institutions. GMT strives to execute its mandate in a manner that supports and lives out the core values of the Western Cape Government (WCG).

While developing this GMT Strategy 2025–2030, the entity’s management team conducted several in-depth strategic planning sessions between July 2023 and September 2024. These workshops were divided into a logical, iterative strategic flow. Both a critical systems-thinking and a futures-focused approach were used in their design and development.

This process delivered an innovated GMT Strategy, focused on core GMT transformative themes and outcomes, including:

1. Mobility ecosystem leader;
2. A green fleet and footprint;
3. Citizen-centric solutions (solutions developed for- and with client institutions); and
4. Successful realisation of mobility innovation.

In the Strategic Planning period 2015/16–2019/20, the core focus of GMT was to provide an effective and efficient fleet management service to its client institutions. This included and encompassed the values of GMT’s constitutional mandate, as well as its legislative and institutional policy mandates at the international, national and provincial levels.

Key accomplishments during this period included:

- Improved expenditure efficiency against the vehicle replacement budget by increasing fleet size and keeping vehicles within their economic life cycle;
- Integrated repair and maintenance management functions;
- Implemented in-vehicle technology for Provincial Traffic Services, improving functionality and safety;
- Implemented real-time vehicle tracking systems with control centres to prevent abuse and optimise vehicle utilisation;
- Issuing driver tags to monitor driver behaviour and promote road safety;
- Proactive, responsive development and improvement of ICT systems and services for fleet management;
- The successful development and implementation of GMT’s first mobile application, the “Application to Travel”;
- The successful implementation of an online driver nomination module for the Administrative Adjudication of Road Traffic Offences Act (AARTO) including an online assistance and training module;
- Online auctions of vehicles; and
- Establishment of a regional hub in George for better client access and support in the Garden Route and Karoo regions.

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

- 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 relevant mobile and platform type technologies to make services more accessible and user-friendly;
- Developing and empowering staff to meet the challenges of the new strategy for improved service delivery and client engagement;
- Follow-through on further development of online training modules for the GMT system, to create a 24/7/365, self-service client environment;
- Communicating and 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.

These initiatives will continue to be implemented, and the underpinning capabilities strengthened the future.

I am committed to ensuring that the strategic intent, goals and strategic programmes, as set out in this Strategic Plan 2025/26–2029/30 are implemented in a responsible, sustainable manner and in the spirit of ubuntu.

I wish to thank the management and employees of GMT for their passion, hard work, dedication and support in meeting and exceeding client expectations going forward.



GODFREY REED
ACCOUNTING OFFICER
WESTERN CAPE MOBILITY DEPARTMENT
DATE: 25.3.2025

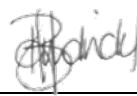
Official sign-off

It is hereby certified that this Strategic Plan 2025/26–2029/30:

1. Was developed by the management of Government Motor Transport and the Western Cape Mobility Department under the guidance of the Executive Authority, Mr. Isaac Sileku;
2. Considers 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 Western Cape Mobility Department) will endeavour to achieve over the period 2025/26–2029/30; and
4. Is in line with the Western Cape Government Strategic Priorities and Principles.



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EXECUTIVE AUTHORITY
WESTERN CAPE MOBILITY DEPARTMENT
DATE: 26 March 2025

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Acronyms and abbreviations

4IR	Fourth Industrial Revolution
5IR	Fifth Industrial Revolution
AARTO	Administrative Adjudication of Road Traffic Offences Act, 1998
AGSA	Auditor-General of South Africa
AI	Artificial intelligence
APP	Annual Performance Plan
AU	African Union
BBBEE	Broad-based black economic empowerment
BER	The Bureau for Economic Research
c/l	Cents/litre
Cel	Centre of e-Innovation
CGICTPF	DPSA Corporate Governance of ICT Policy Framework
CITP	Comprehensive Integrated Transport Plan
CO ₂	Carbon dioxide
CoCT	City of Cape Town
CPI	Consumer Price Index
DEA&DP	Department of Environmental Affairs and Development Planning
DOI	Department of Infrastructure
DotP	Department of the Premier
DPSA	Department of Public Service and Administration
DTPW	Department of Transport and Public Works
EHW	Employee Health and Wellness
EHWSF	DPSA Employee Health and Wellness Strategic Framework
EPWP	Expanded Public Works Programme
ERP	Fleet Management Enterprise Resource Planning system
FFE	Department of Forestry, Fisheries and the Environment
FMPPI	Framework for Managing Programme Performance Information
G4J	Growth for Jobs
GDP	Gross domestic products
GMT	Government Motor Transport
GNU	Government of National Unity
HIV	Human Immunodeficiency Virus
ICE	Internal combustion engine
ICT	Information and communication technology
IoT	Internet of Things
IT	Information technology
ITP	Integrated transport plan
JDMA	Joint District and Metro Approach
MIBCO	Motor Industry Bargaining Council
MSaaS	Mobility Solutions as a service
MTCO ₂ e	Metric tons of carbon dioxide equivalent
MTEF	Medium Term Expenditure Framework
MTP	Massive Transformative Purpose
MTDP	Medium Term Development Plan
MTSF	Medium Term Strategic Framework
NAAMSA	National Association of Automobile Manufacturers of South Africa
NDOT	National Department of Transport
NDP	National Development Plan
NEV	New Energy Vehicles
OEM	Original equipment manufacturer
PAIA	Promotion of Access to Information Act, 2000
PAJA	Promotion of Administrative Justice Act, 2000
PLTF	Provincial Land Transport Framework
PPPFA	Preferential Procurement Policy Framework Act
PRASA	Passenger Rail Agency of South Africa
PRTMCC	Provincial Road Traffic Management Corporation Committee
PSDF	Provincial Spatial Development Framework
PSP	Provincial Strategic Plan
PSIP	Provincial Strategic Implementation Plan
R&D	Research and development
RTMC	Road Traffic Management Corporation
RSA	Republic of South Africa
SA	South Africa
SARB	South African Reserve Bank
SCM	Supply Chain Management system
SDGs	Sustainable Development Goals
SHERQ	Safety, Health, Environment, Risk and Quality Management

SMART	Specific, Measurable, Achievable, Realistic, and Time-bound goals
SONA	State of the Nation Address
SOPA	State of the Province Address
SP	Strategic Plan
STI	Sexually transmitted diseases
TB	Tuberculosis
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar
WCCRS	Western Cape's Climate Response Strategy 2050
WCG	Western Cape Government
WCGMT	Western Cape Government Motor Transport
WCMD	Western Cape Mobility Department
WEF	World Economic Forum

A



OUR MANDATE



Part A: Our mandate

1. Constitutional mandate

The mandates of the Government Motor Transport (GMT) Trading Entity, the Western Cape Mobility Department (WCMD) and all of GMT's other Western Cape Government client institutions are all derived from the Constitution of the Republic of South Africa, 1996 (hereafter referred to as the Constitution) and the Constitution of the Western Cape, 1998. Certain mandates are concurrent responsibilities, while others are exclusively the responsibility of the provincial sphere of government.

The provincial sphere has a broad mobility mandate covering transport planning and coordination, public transport, roads and traffic enforcement, regulation, vehicle licensing and local government capacity development.

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

2. Legislative and policy mandates

The relevant national, provincial and transversal legislation which guide 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 Massive Transformative Purpose (MTP), strategic intent including vision, mission, impact statement and desired outcomes are aligned to the policies and strategic imperatives outlined below.

2.1. International and continental policy context

Sustainable Development Goals

The 17 integrated and indivisible Sustainable Development Goals (SDGs) adopted by the United Nations Sustainable Development Summit in September 2015 frame GMT's long-term and international policy context.

Figure 1: United Nations Sustainable Development Goals

Source:

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



Through the execution of its mandate, the Mobility Department and GMT plays a role in supporting a number of the SDGs, namely SDGs 3 and 4 (indirectly), SDG7 through its fleet management expertise and its recently acquired experience in electric vehicles, SDG8 as a job creator, SDGs 9 and 11, SDG13 as public transport reduces the carbon footprint, and SDG15 and SDG17 in relation to the established partnerships to deal with taxi-related violence.

Of relevance to the Department is SDG11: Sustainable Cities, specifically target 11.2: directed to provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons. Supports SDG 8 – Economic growth through increased mobility of labour and capital; and SDG 13 – Climate action as mass public transportation reduces the average carbon footprint to travel.

United Nations Framework Convention on Climate Change

To help give effect to the United Nations Framework Convention on Climate Change (UNFCCC), the Paris Agreement sets out a global framework to avoid dangerous climate change by limiting global warming to well below 2°C and the pursuit of efforts to limit it to 1.5°C. It also aims to strengthen countries' ability to deal with the impacts of climate change and support them in their efforts. Under this agreement, South Africa (SA) has made a commitment to limit its greenhouse gas emissions to 398–510 metric tons of carbon dioxide equivalent (MTCO₂e) by 2025, and 350–420 MTCO₂e by 2030. South Africa has already introduced a carbon tax and intends to decommission several coal-fired power plants by 2030 as it diversifies its energy mix by, among other things, including electricity generated from solar and wind sources.

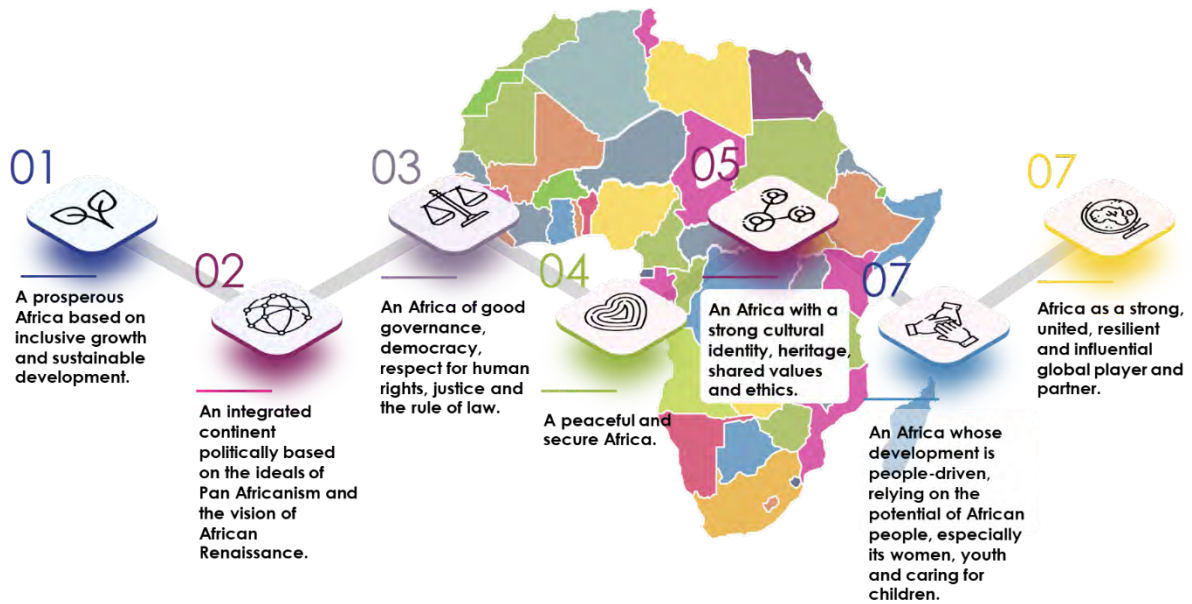
The Department and GMT supports the Western Cape's Climate Response Strategy (WCCRS) 2050 as well as its Climate Action Pathway. The strategy provides for the shift from internal combustion engines (ICE) to new energy vehicles (NEV's) and the shift from fossil fuel-based energy to renewable energy sources. The WCCRS has a Climate Action Pathway that outlines actions or milestones towards achieving Vision 2050. By 2025, 2.5 percent of the Government Motor Transport fleet to have zero emissions vehicles, no fossil fuel investment by public funds, by 2030, it is planned that freight must move by rail, there will be no new light-duty internal combustion engine vehicles for public fleets and by 2040, no addition of new heavy-duty internal combustion engine vehicles for public fleets.

The Department and GMT are actively collaborating with stakeholders such as the City of Cape Town (CoCT), academic institutions and the private sector as they implement strategies to reduce carbon emissions on the provincial transport system.

The African Union Agenda 2063

The African Union (AU) Agenda 2063 sets the policy context at a continental level. The Western Cape Mobility Department supports the aspirational goals of this agenda listed in the figure below and endeavours to enable the establishment of a spatially transformed province in which citizens live in well-connected, vibrant, climate-resilient and sustainable locations, and move around efficiently on safe, affordable, low-carbon public transport.

Figure 2: African Union Agenda 2063 aspirational goals



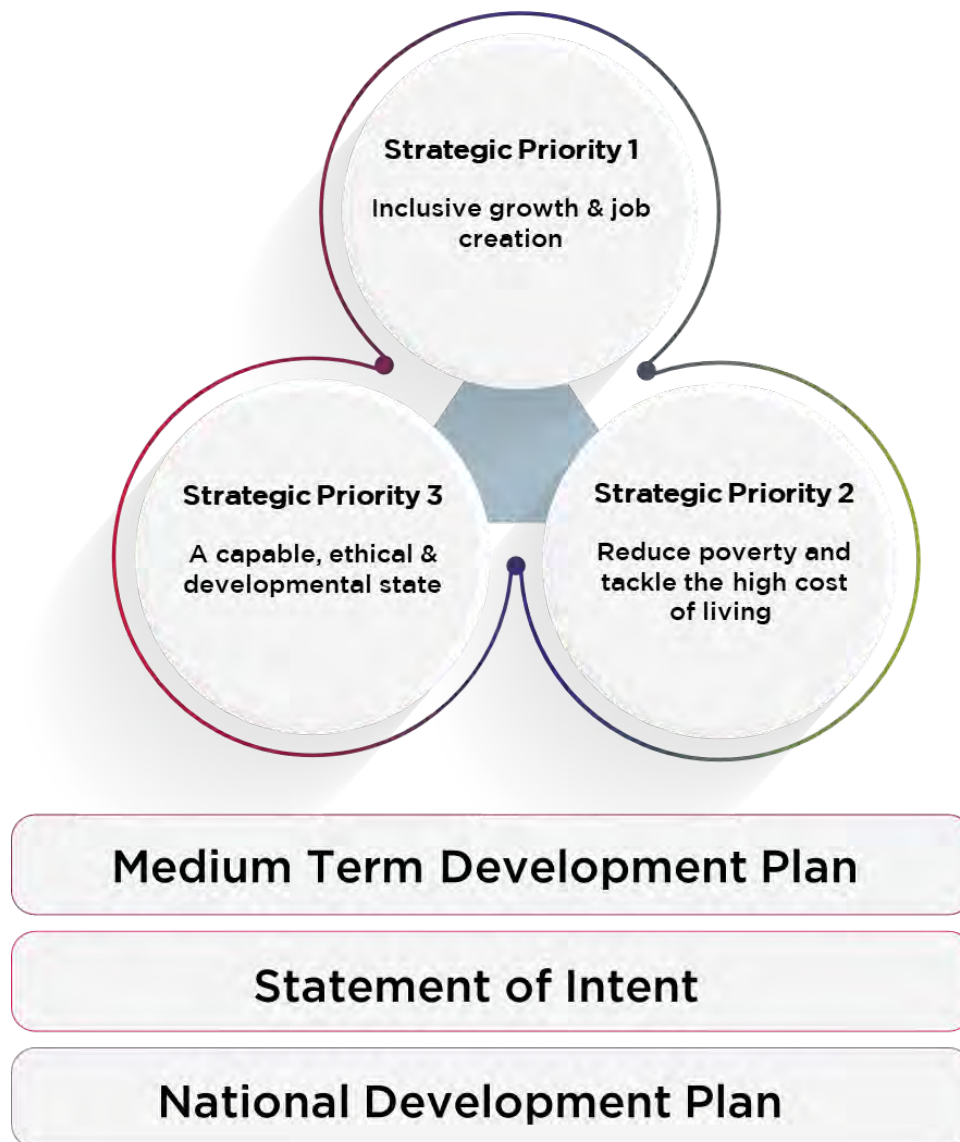
Source: <https://au.int/en/agenda2063/aspirations>

2.2. National policy context

The national policy 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 South African general elections held on 29 May 2024 introduced the seventh Administration for the 2024/25 to 2028/29 planning period and gave rise to a Government of National Unity (GNU). The 2025/26 financial year represents a transition from the 2019-2024 Medium Term Strategic Framework (MTSF) cycle to the new 2024-2029 Medium Term Development Plan (MTDP) priorities. The MTDP is the implementation mechanism for the NDP for this five-year strategic planning period with greater emphasis on development outcomes. It will primarily be framed as an economic plan to address South Africa's economic and social challenges focusing on the three strategic priorities as follows:

Figure 3: MTDP's Three Strategic Priorities



Source: 2024-2029 Medium Term Development Plan

GMT and the Department contribute directly and indirectly to the MTDP1: Inclusive Growth and Job Creation through its focus on mobility and spatial transformation, as well as MTDP 3: Building a capable, ethical and developmental state through its mandate of ensuring road safety, law enforcement and the regulation of transport services.

National Land Transport Strategic Framework

The National Land Transport Strategic Framework, 2023-2028 sets out the overall vision of an integrated and efficient transport system supporting a thriving economy that promotes sustainable economic growth, supports a healthier lifestyle, provides safe and accessible mobility options, and socially includes all communities and preserves the environment.

The Framework prioritises the following strategic goals:

- Improved and safer public transport as well as greater mobility options;
- Universally accessible intermodal transport;
- Services that are affordable and meets urban and rural mobility needs;

- Reduced road fatalities;
- Safer and easier walking and cycling;
- Improved road and rail network including infrastructure and interchanges;
- Improved journey times and reliability;
- Integrated land use and transport planning; and
- Institutional and human resource capacity to support the land transport vision.

Employee Health and Wellness Strategic Framework

During 2008, the Department of Public Service and Administration (DPSA) developed and launched the Employee Health and Wellness Strategic Framework (EHWSF). As a result of research and comparison of local and international best practices, literature review and new developments in the field of employee health and wellness, the framework was recently reviewed in 2023.

This framework recognises that some of the major issues facing South Africa today include Human Immunodeficiency Virus (HIV), tuberculosis (TB), sexually transmitted diseases (STIs), mental health, chronic diseases, Covid-19, occupational diseases and injuries, as well as climate change. It aims to reflect a holistic, needs-driven, participatory and integrated approach to employee wellness in the public sector. The integrated approach to employee health and wellness acknowledges the value of personal health, wellness, safety and its connection to organisational wellness, environmental sustainability, quality management to productivity and improved service delivery outcomes.

A critical component of the framework is the four functional pillars of action, namely:

Quality of Work Life

- **Pillar 1:** Wellness Management
- **Pillar 2:** Health and Productivity Management

Occupational Health

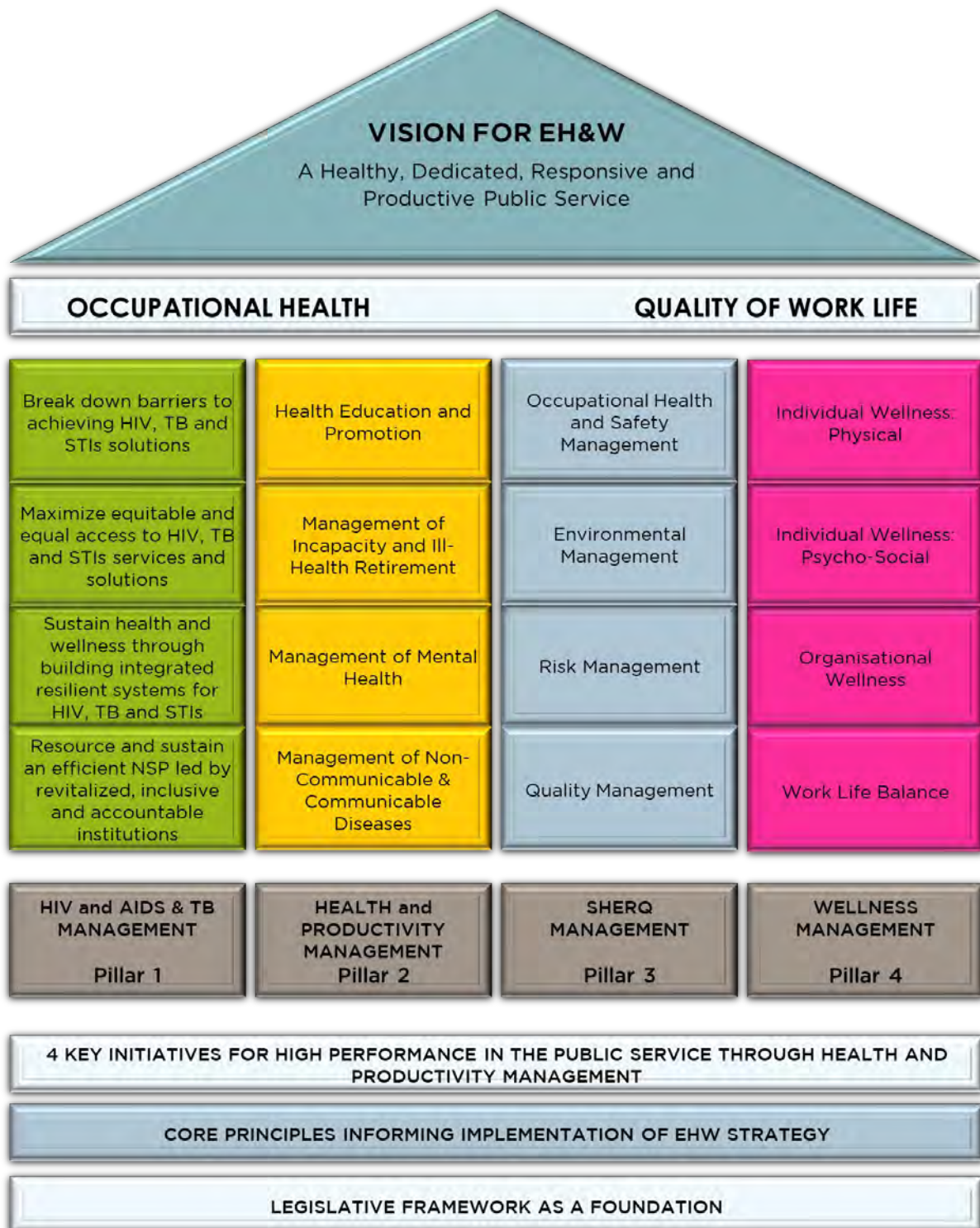
- **Pillar 3:** Safety, Health, Environment, Risk and Quality (SHERQ) Management
- **Pillar 4:** HIV, STI and TB Management

Cutting transversally across these four functional pillars are the four process pillars which drive implementation of the Framework:

- Capacity development initiatives;
- Organisational support initiatives;
- Governance initiatives; and
- Economic growth and development initiatives.

The Parthenon house (Conceptual Framework) for Employee Health and Wellness (EHW) is illustrated below:

Figure 4: Conceptual Framework for the Employee Health and Wellness in the Public Service



Source: 2023 DPSA Employee Health and Wellness Strategic Framework

The Western Cape Government has developed the Provincial Employee Health and Wellness (EHW) Policies aiming to address implementation of four national EHW policies.

The EHW policies serve as a guideline for Provincial Departments and its employees in responding to health matters.

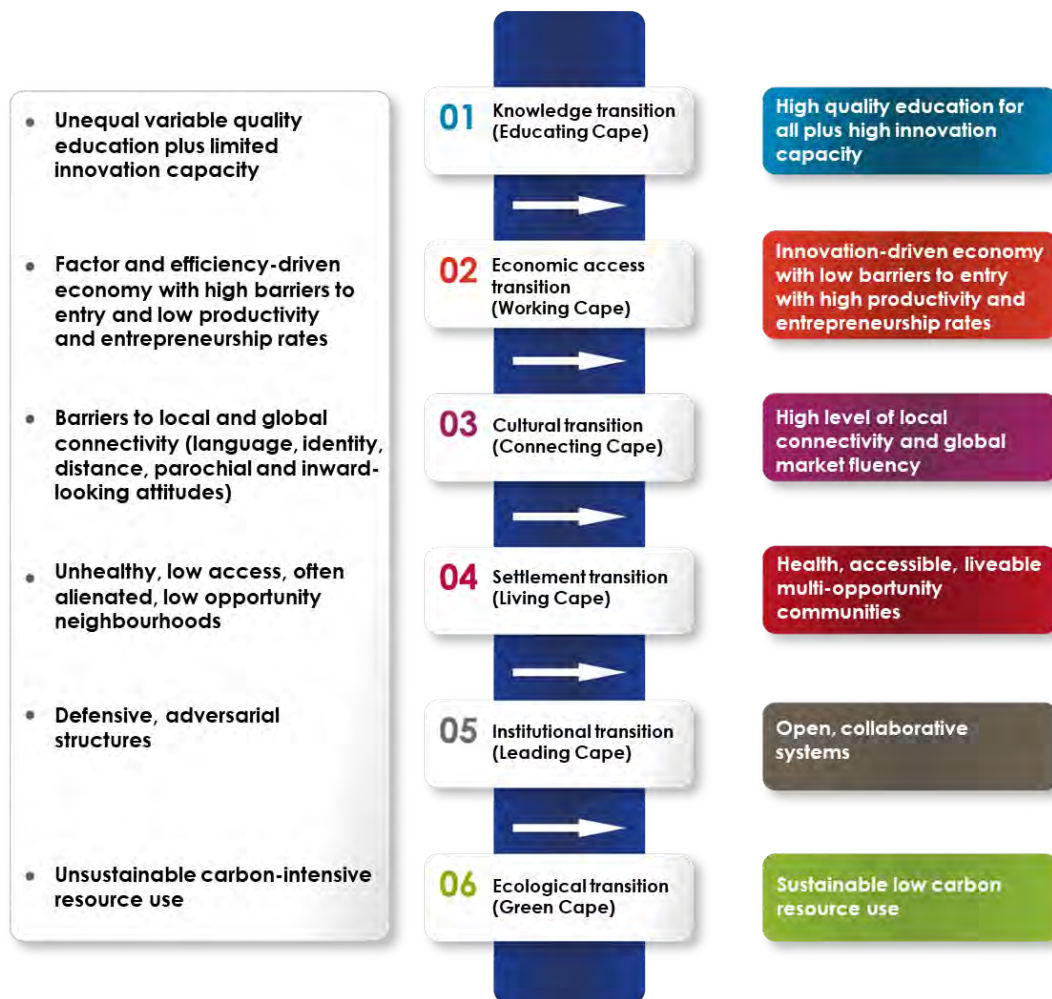
2.3. Provincial policy context

GMT's programmes and strategies are aligned with the following provincial policy directives described below.

OneCape2040

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 below.

Figure 5: OneCape 2040 transitions



Source: Western Cape Government

Overview of the MTDP 2024-2029

The Medium Term Development Plan (MTDP) 2024-2029 serves as the five-year strategic plan for South Africa's 7th Administration under the Government of National Unity (GNU), formed following the 29 May 2024 general elections. It acts as the implementation framework for the National Development Plan (NDP): Vision 2030, aligning with its goals while emphasising development outcomes and economic growth.

The MTDP replaces the Medium Term Strategic Framework (MTSF) and is designed to focus on fewer, high-impact interventions to drive measurable results. It was approved by Cabinet Lekgotla on 29 January 2025 and is structured around three core strategic priorities:

1. Inclusive growth & job creation (Apex priority) – driving economic interventions across all spheres of government.
2. Reducing poverty & tackling the high cost of living – ensuring social protection and economic inclusion.
3. Building a capable, ethical & developmental state – enhancing governance, law and order, and enabling infrastructure.

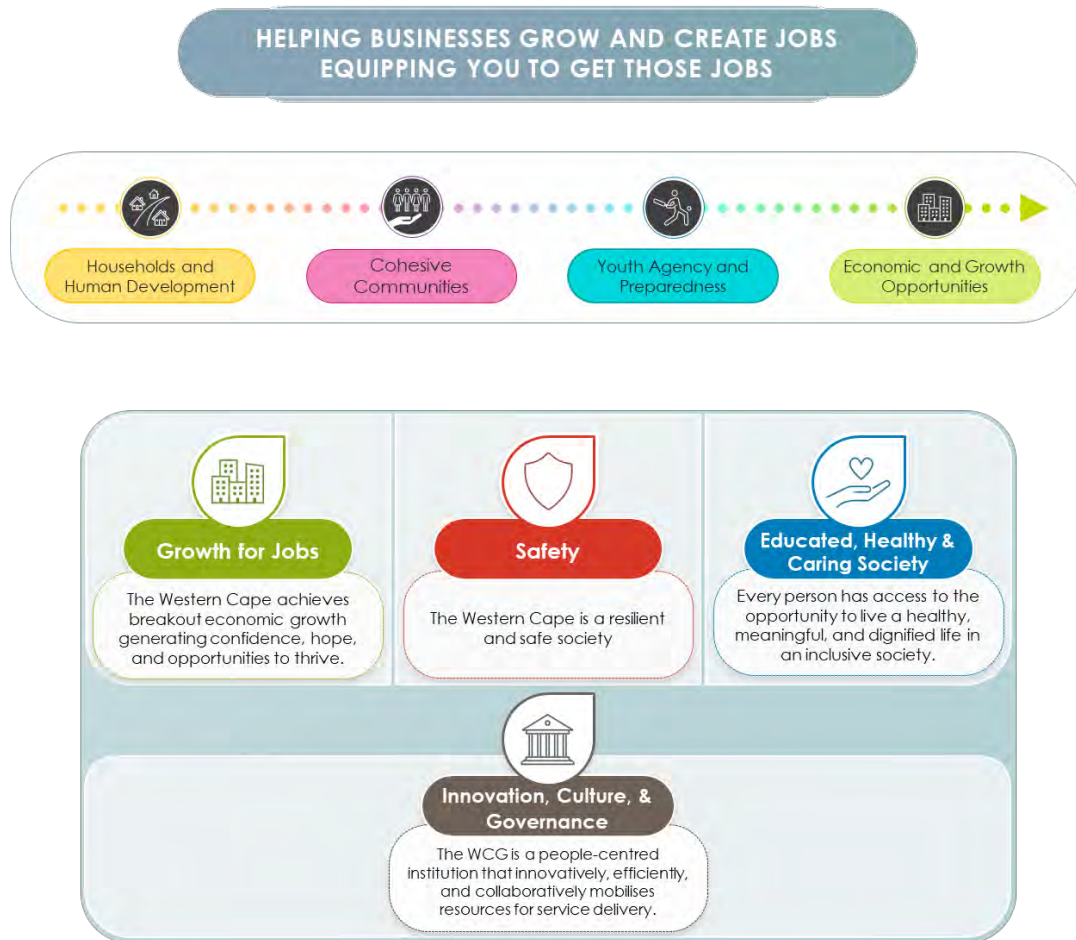
The WCG aligns its strategies with the MTDP's priorities while maintaining its own provincial mandates through the Provincial Strategic Plan (PSP) and the Provincial Strategic Implementation Plan (PSIP).

- **Economic Growth & Job Creation:** WCG will contribute through provincial economic policies, investment attraction, skills development, and infrastructure projects that support the national focus on inclusive growth.
- **Poverty Reduction & Social Interventions:** WCG's social development programs, health initiatives, and education reforms will align with the national emphasis on lowering the cost of living.
- **Building a Capable State:** The WCG's governance innovation, service delivery efficiency, and regulatory frameworks will support the national goal of strengthening institutional capacity and ethical leadership.

Provincial Strategic Plan 2025-2030

The Provincial Strategic Plan (PSP) 2025-2030 sets out the Western Cape Government's (WCG) strategic priorities and goals for the next five years. It provides overarching direction for government action, focusing on people-centred outcomes that drive meaningful change for residents.

Overview of Provincial Strategic Plan 2025-2030



Provincial Portfolios

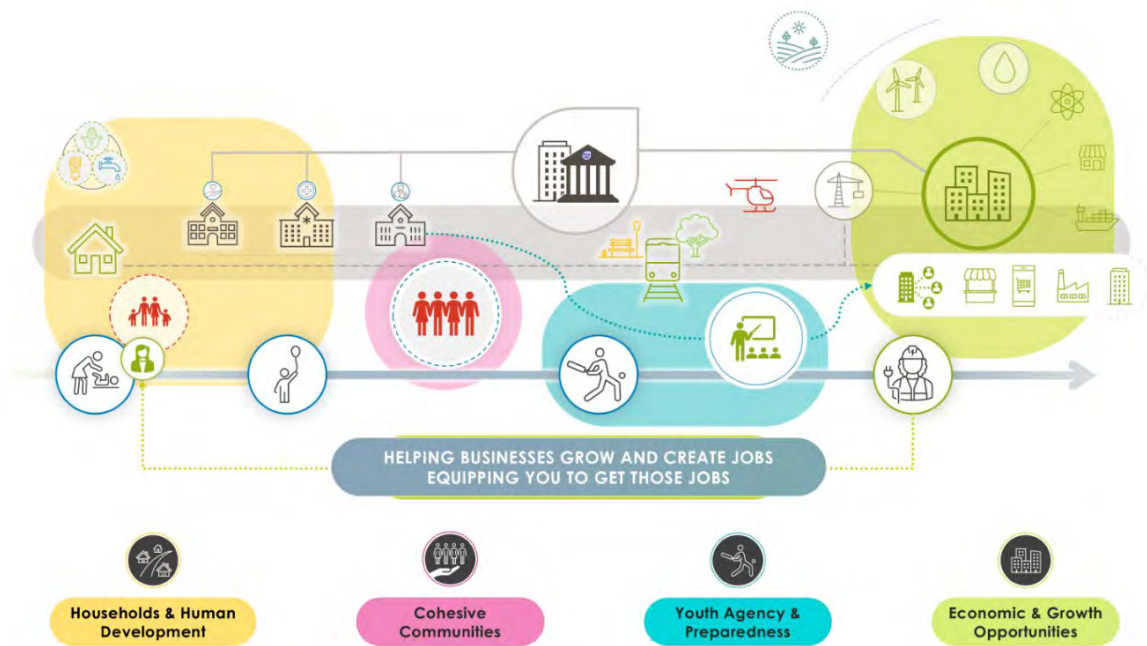
The implementation of the PSP is driven by four Provincial portfolios. The portfolios are clusters of Departments that provide strategic direction and coordinate efforts to implement programmes aligned with the Western Cape Government's key priorities. These priorities span economic, safety, social and institutional policy domains.

The portfolios monitor and steer high-priority projects and programmes, ensuring a cohesive and coordinated approach to achieving shared outcomes. Each Department contributes to one or more portfolios by implementing targeted interventions that support the intended impact of that portfolio.

The four strategic portfolios are:

	Growth for Jobs	The Western Cape achieves breakout economic growth, generating confidence, hope and opportunities to thrive.
	Educated, Healthy and Caring Society	Every person has access to the opportunity to live a healthy, meaningful and dignified life in an inclusive society.
	Safety	The Western Cape is a resilient and safe society.
	Innovation, Culture and Governance	The WCG is a people-centred institution that innovatively, efficiently, and collaboratively mobilises resources for service delivery.

Integrated Impact Areas



To maximise the effectiveness of government interventions, the PSP follows a life course and systems approach. This means that policies and programmes consider the needs and responsibilities of residents from childhood to old age, ensuring government services are structured accordingly.

The PSP promotes an integrated approach where Departments and entities work together towards the Integrated Impact outlined for each of the four areas of the life course.

These integrated impact areas are:

Households and Human Development	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
Cohesive Communities	Strengthening social ties to build safe, caring and resilient communities.
Youth Agency & Preparedness	Empowering young people with the skills and opportunities to participate in society, access economic opportunities and continue learning.
Economic & Growth Opportunities	Expanding economic opportunities and fostering confidence, hope and prosperity.

In addition, two transversal areas address broader structural and environmental factors that shape service delivery and enable people along the entire life course:

Resource Resilience	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
Spatial Transformation, Infrastructure and Mobility	Strengthening social ties to build safe, caring and resilient communities.

GMT's alignment with the PSP Focus Areas

The PSP outlines key focus areas that align with its Portfolios and Integrated Impact Areas. Each department aligns its Strategic Plan with these focus areas to ensure a coordinated approach to achieving provincial 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 co-create a better future for all citizens.

 Growth for Jobs	 Safety	 Educated, Healthy & Caring Society	 Innovation, Culture, & Governance
- Driving growth opportunities through investment - Energy resilience and transition to net zero carbon - Technology and innovation - Infrastructure and the connected economy	Effective and responsive law enforcement	Improved spatial transformation and social infrastructure	- Innovation - Integration and collaboration - Culture and people-centric delivery - Ease of doing government - Futures thinking and evidence-informed decision-making
INTEGRATED IMPACT			
Through the above focus areas, GMT contributes to the below integrated impact areas: - Economic and Growth Opportunities; - Resource Resilience; - Service Delivery Enablers; - Spatial Transformation, Infrastructure and Mobility; and - Cohesive Communities.			
TRANVERSAL FOCUS AREAS			
RESOURCE RESILIENCE	The Western Cape enhances resilience to climate change by reducing, mitigating and adapting to climate risks and impacts on infrastructure, human wellbeing, ecosystems and the economy.		
SPATIAL TRANSFORMATION, INFRASTRUCTURE AND MOBILITY	Mobility systems and transportation corridors provide safe and efficient connectivity to opportunities, services and facilities.		

GMT will make direct and indirect contributions towards the achievement of **Growth and Jobs**, which aims to drive job creation and economic opportunity by leveraging five focus areas: investment; infrastructure; exports; skilled work placements; and resource resilience.

Through its provision of innovative mobility solutions and in-vehicle technology in the traffic and transport enforcement arena, GMT continues to make, meaningful contributions towards the achievement of **Safety**.

Through its provision of ambulances, forensic pathology vehicles, mobile libraries and learner transport vehicles and other related mobility solutions, GMT will also support the Department of Infrastructure (DOI) in its role in to provide 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 dignity and

value. These progressive living environments should provide access to economic opportunities, supported by an efficient and interconnected public transport system. GMT will continue to make a meaningful contribution towards empowering people and their **Educated, Healthy and Caring Society**.

The entity's contribution to **Innovation, Culture and Governance** will include a measured reduction in the carbon footprint of the fleet and the phasing-in of electric and alternative fuel vehicles. It will also include reducing emission related to operations that are non-fleet related as per GMT's revised strategic thrust of "a green fleet and footprint".

2.4. Local government interface review

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.

Provincial Land Transport Framework

The Provincial Land Transport Framework (PLTF) provides a high-level strategic framework to serve as an overarching guide for all modes and levels of land transport planning in the Western Cape. It integrates planning across the three tiers of State entities responsible for transport and related agencies, including the National Department of Transport (NDOT), Transnet, the Passenger Rail Agency of South Africa (PRASA), Metrorail, the Western Cape Mobility Department and Department of Infrastructure (WCMD and WC DOI, respectively) and all local government planning authorities (Cape Metro, district and local municipalities).

To promote sustainable transport, the department continues to provide support and capacity to district and local municipalities in the development, review and assessment of their integrated transport plans (ITPs).

Lack of municipal resources and capacity impacts on their responsibility to carry out planning responsibilities for freight movement. A freight route framework is required from municipalities to inform the transportation of abnormal loads and hazardous goods for efficient freight movements, as part of their Integrated Transport Plans.

A coordinated approach with local authorities and other traffic law enforcement agencies is vital to address road safety and traffic law enforcement challenges at the local level. In this regard, the reactivation of the Provincial Road Traffic Management Coordinating Committee (PRTMCC) and District Road Traffic Management Coordinating structures and violence prevention and conflict mediation is necessary.

Provincial Spatial Development Framework

The Provincial Spatial Development Framework (PSDF) driven by the Department of Environmental Affairs and Development Planning (DEA&DP) 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;
- The greater Saldanha region; and
- The Garden Route region.

In all of these areas, GMT started to establish regional vehicle pools to improve current and future client access to its services. This process will continue within the GMT Strategy 2025–2030.

Joint District and Metro Approach

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, aims to ensure a more holistic approach to co-planning, co-budgeting and co-implementation 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 planning priorities. GMT will play a supportive role regarding the implementation of the municipal planning priorities if approached in this regard, and if these are outlined in the Comprehensive Integrated Transport Plan (CITP), ITP and JDMA support plans.

The inadequate transport infrastructure in the Western Cape, especially in non-metropolitan areas, hinders economic growth and job creation, exacerbating inequality, poverty and unemployment. Non-metro areas face several transport challenges, including insufficient public transport facilities, limited access to and rising costs of public transport, inadequate support for non-motorised transport improvements, unsafe learner transport and poorly lit infrastructure. Enhancing transport options is essential for improving livelihoods and socio-economic outcomes in the non-metropolitan areas.

2.5. Ministerial priorities

The Executive Authority has committed the WCMD to constructive engagement with key stakeholders and partners towards achieving the following priorities for his term of office:

1. Ensure passenger rail is the backbone of urban public transport

- Increase public transport access and choice to reduce congestion.
- Ensure affordable public transport services in regions and across the province.

2. Drive coordination to improve the efficient movement of goods

- Logistics planning to support logistic hubs and private sector participation.
- Coordination to improve port efficiency and facilitate rail revitalisation.

3. Halve the number of fatalities

- Reduce pedestrian fatalities in targeted areas.
- Data-driven analysis and technology to support enforcement and road safety management.
- Build a safety culture amongst youth.

- Plan to install trackers in public transport vehicles.

4. Empower a dynamic Team Mobility

- A team who supports, trusts and succeeds.

GMT will assist with the delivery of successful outcomes against these priorities wherever possible.

2.6. Departmental policies and strategy initiatives governing the five-year period

The Department envisions mobility as a connector of people, goods and institutions that will drive socio-economic development and job creation, attracts investment through enhanced economic competitiveness and connectivity, and improves the safety, wellbeing and dignity of the province's citizens.

Figure 6: Western Cape Mobility Department Focus Areas



The Department's vision will be delivered through eight focus areas, as illustrated in the figure, with each focus area comprising several initiatives. Significant progress has already been made in many areas, with initiatives under way and a strong foundation in place to enable the Western Cape Mobility Department to ramp up delivery into the future.

GMT's primary contribution will be in the focus area of mobility services, systems and technology in support of the WCMD, but also all its client institutions as they strive to deliver their services to the citizens.

Source: Mobility Department, Annual Performance Plan 2024/25

3. Institutional policies and strategies

In an environment marked by continued fiscal pressure and budgetary reductions across all national, provincial and local clients, GMT is concerned about the ability of its clients to access the necessary mobility solutions to deliver successfully against their mandates.

This has necessitated a proactive policy and strategic decision making that prioritises the allocation of resources to locations where service delivery is compromised and at risk and/or geographic locations where the most impact can be made.

Considering the National and Provincial priorities, GMT recognises underlying interconnectedness of the various elements of SA's social system, and the critical enabling role it can play through providing enabling mobility solutions. Within this planning period, addressing the needs of the citizen remains at the centre of GMT's policy and strategic initiatives, but is complimented by efforts to build capacities and capabilities of "mobility solutions as a service" (MSaaS) that invariably arise from its mobility mandate and its immediate adjacencies.

GMT's strategic aspiration is to focus on these growth adjacencies to its core business by constructing authentic critical-futures-oriented capabilities (processes, people and technologies) to allow GMT to offer the desired integrated value-add services across government, in collaboration with the private sector and communities (citizens) as partners of the unfolding mobility landscape. This view is reflected in the illustration set out below that provides an indication of the range of transactional and transformational value GMT offers across its core stakeholder groups.

Figure 7: GMT's transactional and transformational value evolution



Source: GMT strategic planning source data for new 5-year period: 2025-2030

3.1. GMT's institutional strategic initiatives

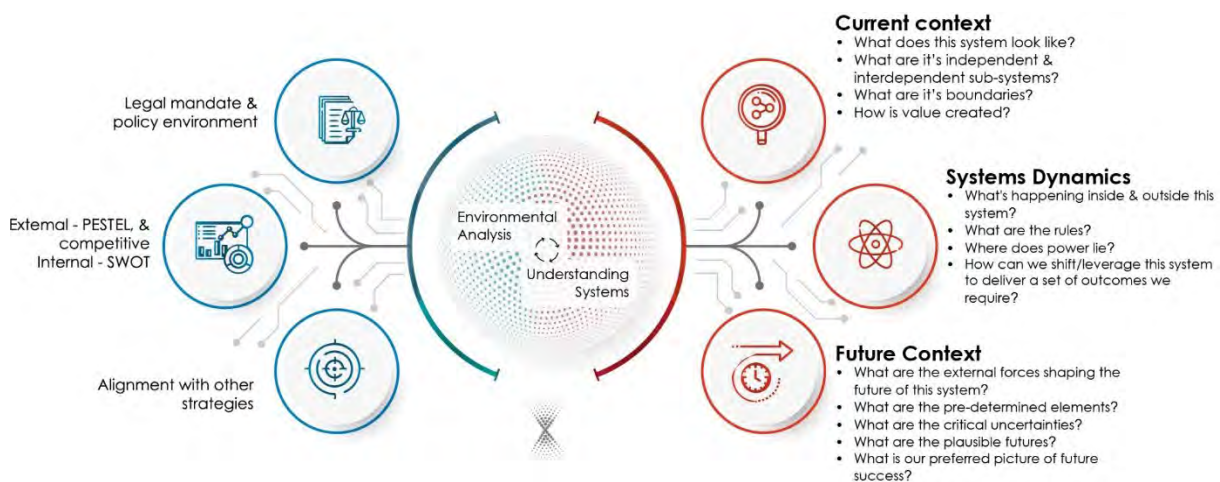
The strategic interventions that GMT will be initiating going forward include:

- Continuing to develop **thought leadership** through a range of systemic tools and models, such as Critical Design and Critical-Futures Thinking, through the lens of the complexity body of knowledge.
- A focus upon the **core asset leasing/fleet management business and its mobility adjacencies** to strengthen service delivery.
- Furthering strategies of adopting **electric and alternative fuel vehicles** to reduce the carbon footprint of the fleet.
- **Governance-rich and ethical** decision-making, priority-setting and transformation placing the interests of people and planet at the centre of operations.

- Building out **GMT's Information Communication Technologies (ICT)** resources through designing and planning for **mobility platform business models**, tools and practices that complements existing Fleet Management and Enterprise Resource Planning (ERP) systems.
- Prudently **expanding the GMT client base** and service/solutions offerings to municipalities and additional government entities, utilising current economies of scale and potential new adjacent mobility solutions.

The strategic interventions set out above recognise the reality of cross-government fiscal constraints while at the same time seeking out relevant adjacency opportunities to ensure sustained business and revenue growth. GMT has placed emphasis on combining both traditional and innovative strategic planning tools to ensure it maximises efficiencies and cost-effectiveness as core objectives for its 2025-2030 planning period. This is reflected in the illustration set out below.

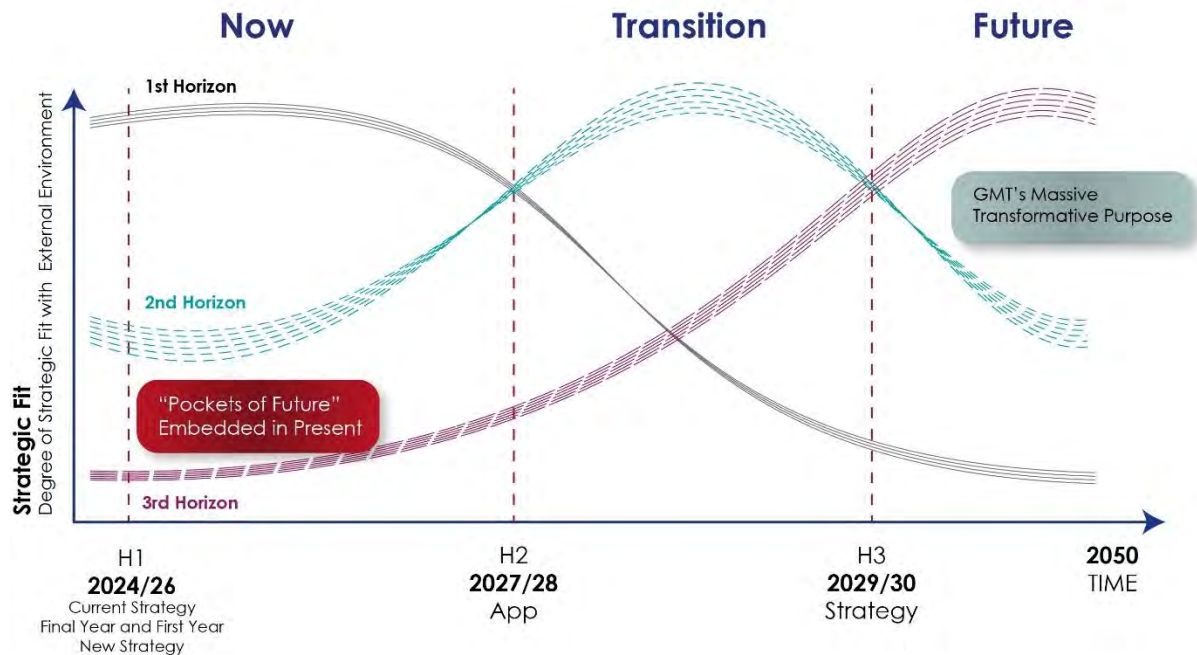
Figure 8: Strategic planning source data



Source: Government Motor Transport strategic planning source data for new 5-year period: 2025-2030

GMT is conscious of the enormity of the socio-economic challenges facing South Africa and the fiscal and economic constraints that are an everyday reality for all South Africans. Its focus will therefore also encompass ways in which it may best optimise the value it delivers at the lowest possible cost. Going forward, the GMT Strategic Plan (SP) and Annual Performance Plans (APP) will align in delivering differentiated value across three important horizons as can be seen in the following illustration.

Figure 9: Three horizons model for GMT



Source: Curry & Hudson, (2008) *Seeing on Multiple Horizons: Connecting Futures to Strategy* Journal of Futures Studies

Horizon 1 – 2025/26, includes both 2024/25 (the last year of the current strategy cycle) and 2025/26 (the first year of the new cycle). The focus of this Strategic Plan will be on optimising GMTs operations, its business model and the way it delivers value.

Horizon 2 – 2027/28, this is mid-term to the Strategic Plan, GMT will focus on delivering new, innovative products, services and solutions to client institutions and citizens.

Horizon 3 – 2029/30, this will mark the end of the strategic planning cycle, GMT's focus will have been on breakthrough innovation enabled by digital and other transformative ideas and technologies.

3.2. Citizen context: A human-centric approach

The WCMD acknowledges the multiple socio-economic challenges that ordinary citizens face as they interact with the mobility services that the Department, through its client institutions, provides. The ability to move freely and safely to access economic opportunities, education, healthcare and services that promote overall human wellbeing has become a need unto itself. The spatial legacy of apartheid remains evident in South Africa, manifesting as ongoing poverty, unemployment, inequality and violence.

Government interventions since the transition to democracy in 1994 have not adequately addressed important issues of spatial injustice, with marginalised households bearing the greatest burden from a lack of mobility, citizen enablement and access to opportunities. When households are unable to sustain their livelihood, or care for their children, the inevitable result includes negative implications for societal resilience.

GMT acknowledges the family structure and citizen as key intervention points for government. The policy and strategic frameworks underpinning the status quo must by necessity be amended to place the resilience and wellbeing of citizens at the centre of service delivery.

The WCMD and, by extension GMT, has taken a strategic decision to place the citizen at the centre of its mandate. It is currently re-examining its role in the broader restoration agenda by shifting the service paradigm from a function-driven to a purpose-driven public service in order to improve living conditions for citizens. This view recognises the vital role of socio-economic mobility and sustained access to the basic infrastructure required to transform the South African landscape. This restores dignity, wellbeing, and safety by building embedded resilience into social as well as environmental systems.

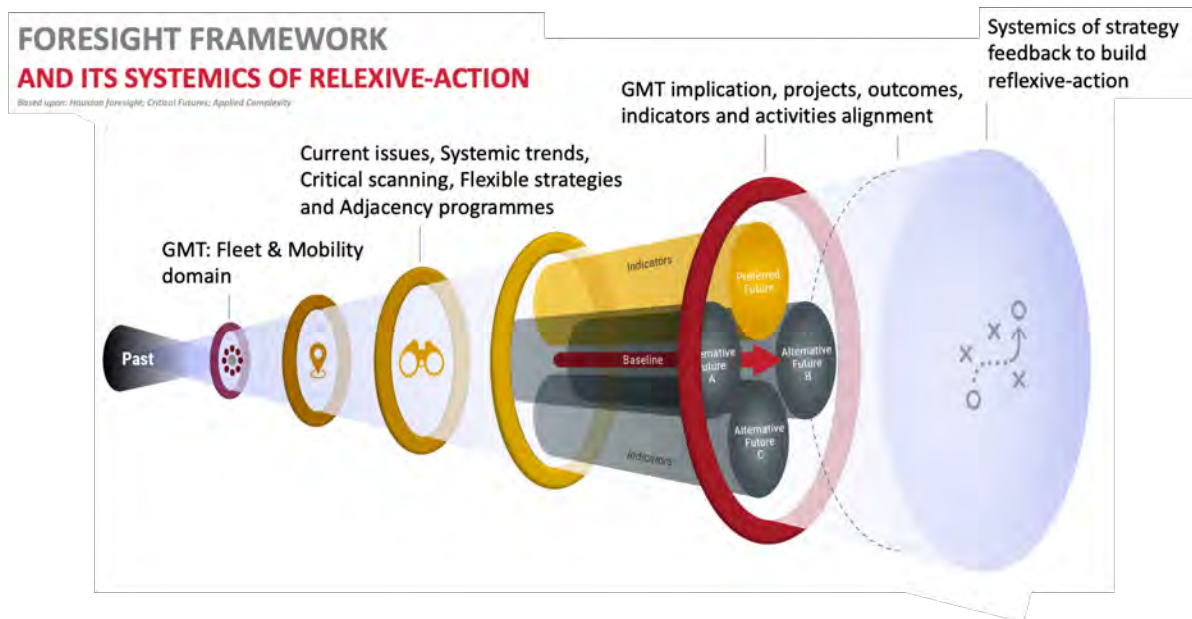
3.3. Critical-Futures context: Building for socio-economic equality and mobility

A central aspect of critical futures is to actively shape the future based upon the base unwillingness to accept the current system features or constraints (e.g. global warming, poverty, etc.). Despite the future being inherently unpredictable, the WCMD and GMT strive to shape the future through multi-sectoral engagements between Public-Private sectors, academia and civil society called the “quadruple Helix” – a model that seeks to use collective creativity to build socio-economic compacts and capabilities to navigate uncertain times as a collective. This is also expressed in the Western Cape Infrastructure Framework 2050 recently adopted by the WCG.

Current global power shifts across growth trajectories and technological innovations are creating new opportunities and threats for all nations. These ongoing and radical global dynamics require strategies that are flexible, yet directive as organisations seek to protect their core business, while at the same time building new, disruptive capabilities. This visibly demonstrates evolutionary fitness in systems science language. It is a critical and judicious competence to design for integration and disruption, since it requires having the **contrasted competencies** of a **strong core** while concurrently investing in **new adjacent business growth options**. It will require the WCMD and GMT to build upon their adaptive capabilities across their tactical and operational systems. Investments to date in these areas have allowed the WCMD and GMT to become increasingly agile, driven by research and development (R&D) to underpin an innovative culture that offers value to clients and the citizens they collectively serve.

Steady investments in thought leadership as well as applied science in mobility allow for direct value creation across the WCG, South Africa and the African continent. GMT is building its **exploration capabilities and capacity** within its operation, employees, associates, services, products, solutions and technologies. This enables GMT to intervene when required to leverage opportunities that may emerge from the broader mobility landscape. It also allows GMT to attract the right talent and partnerships to foster creative and critical spaces that facilitate the successful outcomes desired by WCMD and GMT going forward. This model is underpinned by innovations in both critical thought, and critical practices – see reflexive-action of the futures framing as set out in the illustration below.

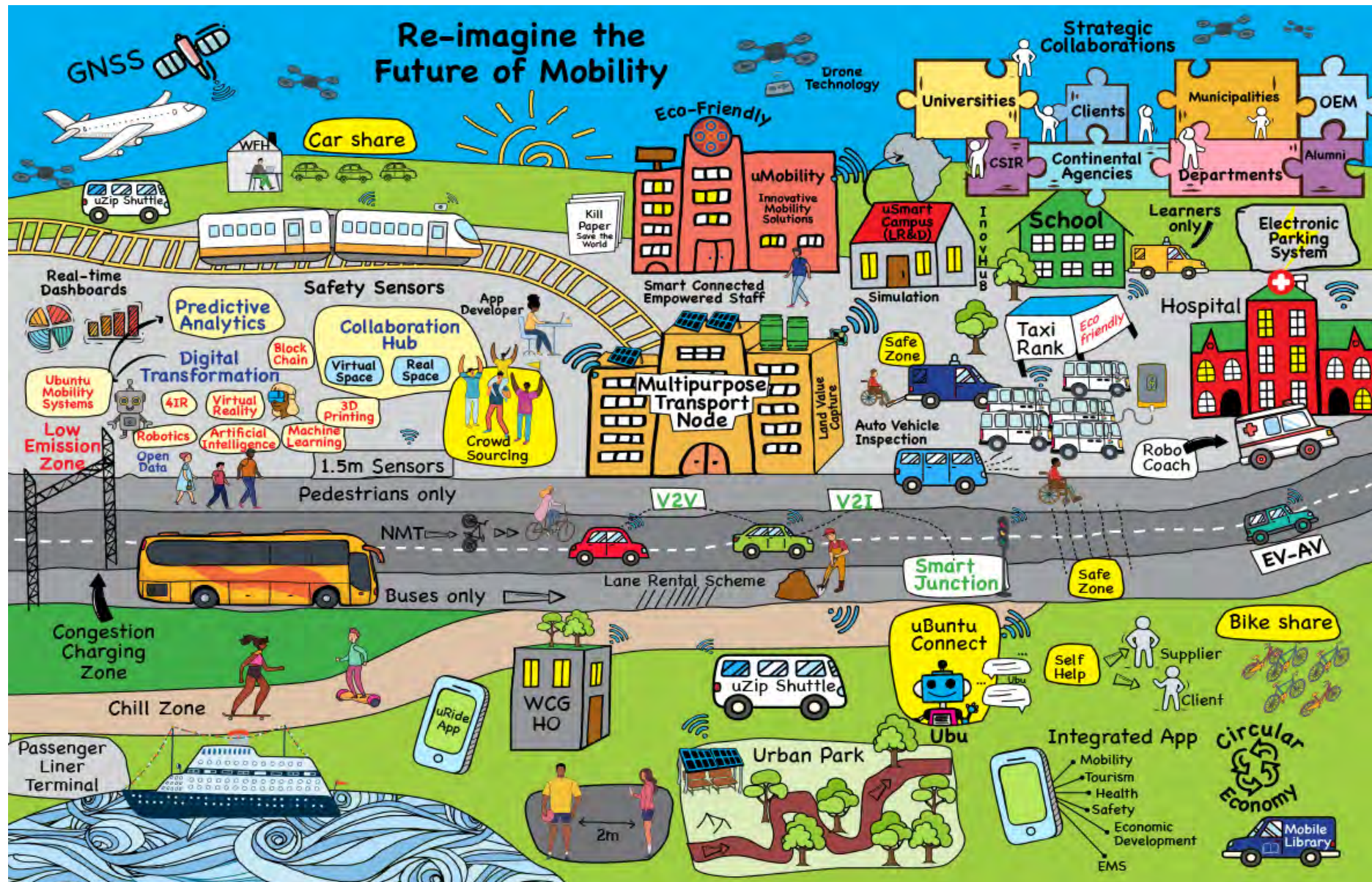
Figure 10: Foresight Framework



Source: GMT strategic planning source data for new 5-year period: 2025-2030

4. Relevant court rulings

None.



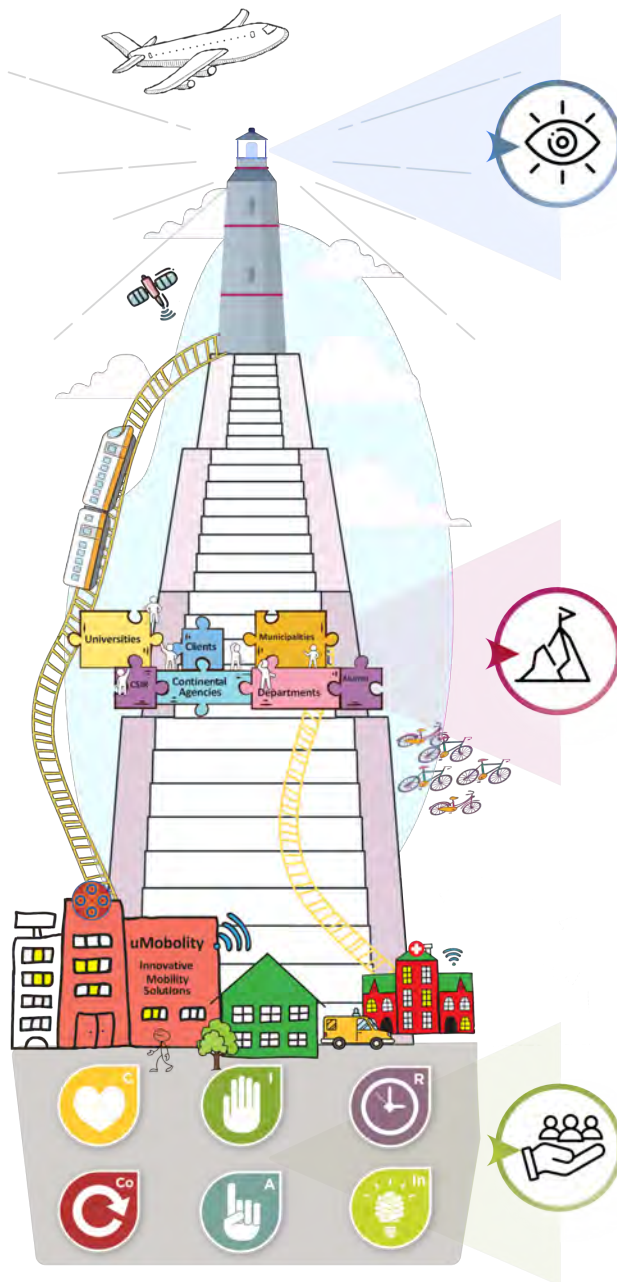
B



OUR STRATEGIC FOCUS



Part B: Our strategic focus



1. Vision

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

#Ubuntumobility

2. Mission

“We provide innovative, citizen-centric mobility solutions that connect people, places and opportunities in order to catalyse service delivery to co-create a better life for all.”

3. Impact Statement

“Reliable, accessible, safe and environmentally responsible catalytic mobility solutions.”

4. Values

The core values of the Western Cape Government, to which GMT subscribes, are as follows:

Table 1: WCG Core values and behavioural expectations

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

These values are all underpinned by **teamwork**. In addition to these core values, the WCMD (including GMT), subscribes to an ethos that defines the essence of the Department's existence and what it stands for.

Through this five-year period and beyond, GMT aims to progress from having embodied good governance, to directional governance and ultimately transformative governance in which it fully realises its strategic intent.

*"We strive to be an **ethical organisation**, deeply committed to **sustainability** and the realisation of a social contract between the organisation, its employees and the people of the Western Cape."*

In aspiring to do so, GMT is acutely aware of the pressures that will be brought to bear on its employees and the people of the province as challenging socio-economic conditions continue to present a difficult context within which to work and live.

5. Situational analysis

5.1. External environment analysis

Political environment

General elections were held on 29 May 2024, resulting in the establishment of a Government of National Unity (GNU) for the first time in SA's history. This novel form of government may hold future unknown consequences for GMT and may require an ongoing monitoring and evaluation of possible impact upon its operations. The newly formed GNU could influence job creation policies and funding availability and this in turn may impact on the Western Cape Portfolio Priority of **Growth for Jobs** contained in the Provincial Strategic Plan (PSP).

Municipal elections are due to be held in 2025. Although GMT's strategy provides for it to extend its service offerings to municipal clients, the risks associated with this extension will need to be understood and mitigated. The political issues that arise from the run-up to municipal elections will be duly assessed and mitigated to reduce any security risks to GMT's assets, people and growth aspirations.

The mobility system is characterised by a complex institutional context. Many functional areas cut across administrative and institutional boundaries and are consequently clouded by various policy, planning and delivery challenges at local and national levels.

The Western Cape is positioned to be central to resolving institutional challenges and playing a leading role in delivering and catalysing mobility across administrative and political boundaries. The central role of provinces in mobility delivery has been confirmed by National Government.

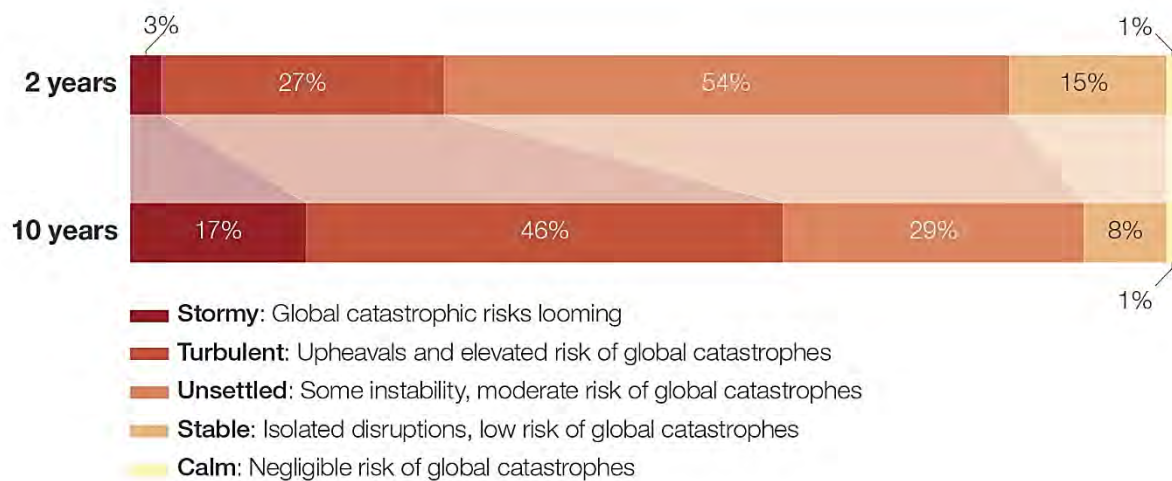
Economic factors

As a trading entity which renders mobility solutions, GMT is affected by events in the macro-economic environment. Exchange rates and currency fluctuations have the most significant impact on the pricing of goods and services included in GMT's service offering to client institutions. The global economic outlook remains weak as expressed in the World Economic Forum citing the double threat of Climate and Conflict. It also notes the following:

- a) Underlying geopolitical tensions and hostilities in multiple regions;
- b) Unstable global order characterised by polarising narratives;
- c) Erosion of trust;
- d) Record-breaking extreme weather; and
- e) Cost-of-living pressures with persistent inflation.

Together, these features have the potential to accelerate risks across countries like South Africa that have been weakened politically and economically in recent years. These systemic shifts are taking place across geostrategic, demographic and technological arenas. These are highlighted in the short- and long-term global outlook provided in the illustration below.

Figure 11: WEF Short- and Long-term Global Risks



Note: The numbers in the graph may not add up to 100% because figures have been rounded up/down.

Source: World Economic Forum Global Risks Perception Survey 2023-2024

GMT will have to adequately respond to these systemic risks and challenges currently facing South Africa, some of which may arise during the term covered by this Strategic Plan. This volatile and uncertain outlook requires GMT's strategy to be flexible, responsive and adaptable, allowing for the foresight and agility required to make sense of a complex, uncertain environment and for GMT to be resilient in dealing with emerging threats and opportunities.

In the South African context, Statistics SA has seen the economy contract by 0.1% in the first quarter of 2024, due to lower manufacturing, mining and construction output. Agricultural activity rose sharply on the back of stronger horticultural production, with smaller gains from the trade catering & accommodation; personal services; and finance, real estate & business services.

The demand side of the economy was also lacklustre. Imports, exports, gross fixed capital formation, household consumption and government consumption all decreased in the first quarter. The Bureau for Economic Research (BER) believes SA's gross domestic product (GDP) can grow by more than 2% in 2025. The report forecasts a macroeconomic outlook for SA, with a GDP growing by 1% in 2024, followed by 2.2% growth in 2025. The BER sees headline inflation averaging 4.8% in 2024, then slowing to an average of 4.6% in 2025. The BER predicts the monetary policy committee will start to implement a repo rate cutting cycle in September 2024 after having kept it steady at 8.25% for seven consecutive meetings. In accordance with this outlook, the Reserve Bank lowered interest rates by 0.25% at their September 2024 meeting.

Economic pressures, such as inflation and slow GDP growth, underscore the importance of GMT's role in contributing to the economy and the Western Cape Portfolio Priority of **Growth for Jobs**. GMT's focus on mobility solutions and the resultant implementation programmes associated with this could potentially offset some negative economic impacts through employment opportunities and enterprise development in the mobility sector.

The Department of Mineral Resources and Energy announced the adjustment of fuel prices based on current local and international factors with effect from September 2024. SA's fuel

prices are adjusted monthly, informed by international and local factors since SA imports both crude oil and finished products at a price set at the international level, including importation costs, e.g., shipping costs. The main reasons for the fuel price adjustments are due to:

1. **Crude oil prices** – average Brent Crude oil price decreased from 83.55 US Dollars (USD) to 78.54 USD per barrel, during the period under review. Factors are increased production from major oil-producing countries despite lower demand concerns, and the anticipated interest rate cuts by the US Federal Reserve.
2. **International petroleum product prices** – average international petroleum product prices decreased during the period under review in line with lower crude oil prices. This led to lower contributions to the Basic Fuel Prices of petrol by 85.59 c/l and 78.40 c/l, diesel by 93.55 c/l and 67.63 c/l and illuminating paraffin by 91.86 c/l, respectively.
3. **Rand/US Dollar exchange rate** – the Rand appreciated on average, against the US Dollar (from 18.23 to 18.05 Rand per USD) during the period under review when compared to the previous one. This led to lower contributions to the Basic Fuel Prices of all products by over 10.00 cents per litre.
4. **Implementation of the Slate Levy** – the cumulative slate amounted to a positive balance of R2.13 billion for petrol and diesel as at the end of July 2024. In line with the provisions of the Self-Adjusting Slate Levy Mechanism, a slate levy of zero cents per litre remain in the price structures of petrol and diesel with effect from September 2024.
5. **Annual Wages Adjustment for the Forecourt Staff** – the Minister of Mineral Resources and Energy approved a 5.3 c/l increase in the price structures of petrol to accommodate the wage increase for Forecourt employees in line with the Motor Industry Bargaining Council (MIBCO) Agreement. This increase will be implemented from September 2024.

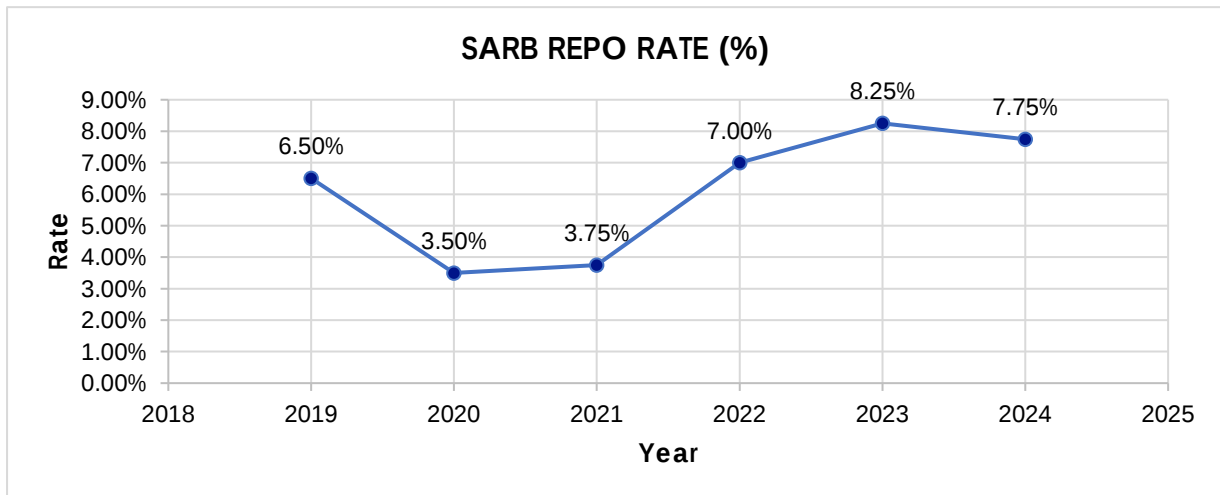
South African interest rates and the GMT business

South Africa's monetary policy is formulated by the South African Reserve Bank (SARB), with the aim of maintaining price stability in the interest of sustainable economic growth. Although SARB has a few monetary policy tools to enable its inflation-targeting framework, its key policy tool is the Repurchase Rate (repo rate). The repo rate is rate at which commercial banks borrow from the SARB, who seeks to keep inflation within a target range of 3% to 6%.

Source: 2024 Macroeconomic Policy: A Review of Trends and Choices – Department of National Treasury, RSA

By the end of 2024, inflation expectations anchored within the target range and yielded a cautiously optimistic growth outlook. The repo rate for 2025 is projected to remain relatively stable, averaging around 7.25% for the period (Focus Economics, SA SARB Repo Rate).

Figure 12: SARB repo rate movements (2024, National Treasury, RSA)

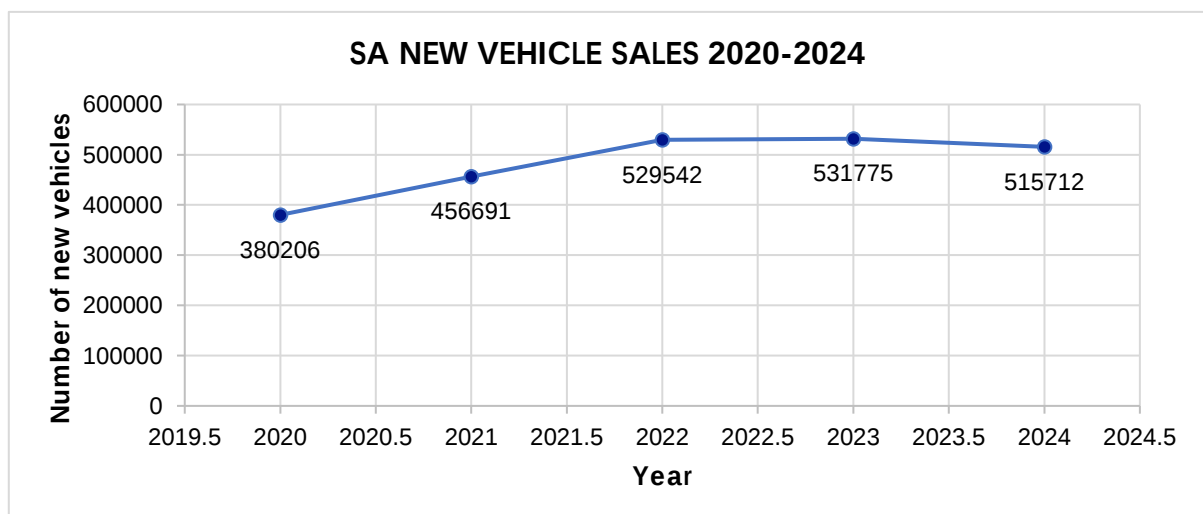


South African vehicle sales trends

Over the past four years, South African vehicle sales have flattened, with a noticeable decline in the last year. Insights from the National Association of Automobile Manufacturers of South Africa (NAAMSA) key trends reflect challenges in both domestic sales and export performance, with critical shifts in specific segments. Overall decline in vehicle sales saw a drop of 3%, decreasing from 531,775 units in 2023 to 515,712 units in 2024. Also, significant drop in exports of 22.8%, falling to 308,380 units in 2024.

Segment specific performances are: (a) Passenger Vehicles – slight growth of 1.1%, increasing to 351,302 units in 2024; Light commercial vehicles – significant decline of 12%, to 133,254 units in 2024; Medium-Duty commercial vehicles – declined by 6.5%, with 7,714 units in 2024; Heavy-Duty commercial vehicles - decline of 4.9%, with sales of 23,442 units in 2024. NAAMSA research also notes a growing consumer preference for affordable vehicles, with Chinese brands rapidly gaining market share in the domestic landscape, further altering the competitive dynamics within the South African automotive market.

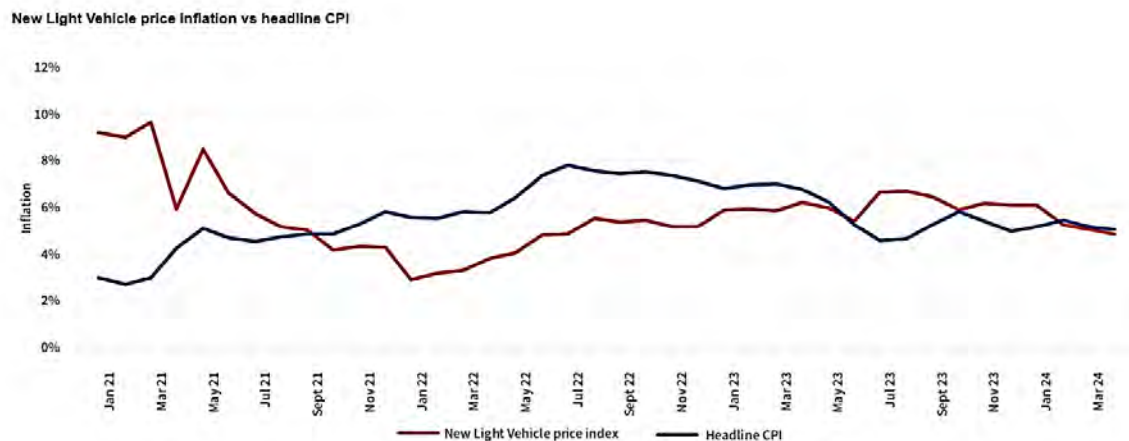
Figure 13: NAAMSA new vehicles sales over last four years



Source: South Africa's Top Vehicle Sales. 2oceansvibe.com, January 2025

These trends illustrate a highly dynamic automotive market influenced by external factors like economic conditions, supply chain disruptions, and changing consumer preferences. The affordability challenge, particularly in the used vehicle market, underscores the need for strategic interventions to stabilise pricing trends while addressing accessibility for consumers. This analysis highlights the pressing need for GMT to factor these sales and vehicle inflationary trends into its strategic decisions, ensuring that it remains responsive to market challenges while advancing its mobility mandate.

Figure 14: CPI and light vehicle sales



Source: lightstone.co.za/newsletters/auto/2024/Jun/AutoJuneArticleThree24

The alignment between headline CPI and new vehicle price inflation, largely influenced by the repo rate, underscores the critical role of monetary policy in shaping affordability. With the repo rate projected to average 7.25% in 2025, new vehicle price inflation is expected to mirror this trend. Current trends in the SA automotive market indicate a strong shift in consumer preferences for Chinese automotive brands due to their low-cost high-quality offerings. The rising cost of living and high interest rates are forcing consumers to seek cost-effective mobility alternatives. The affordability of these vehicles is a key factor in their growing popularity. Consumers are increasingly considering the total cost of ownership, including purchase price, fuel efficiency, and maintenance costs, leading them to opt for vehicles that offer better value for money. Also important for GMT strategic positioning is China's dominance in the New Energy Vehicle (NEV) market. This dominance is driven by two major factors: (a) its ability to produce cost-effective vehicles, and (b) secured leadership position in the global battery supply chain. These trends are reshaping the global NEV landscape and holds significant implications for all markets and thus GMT as well.

Across global markets, Chinese NEVs are becoming an attractive option for both consumers and fleet operators, given their affordability and alignment with sustainability goals. Implications for GMT is therefore directly to its fleet planning and indirectly to the Mobility Lab that seeks to mobilise mobility value chain stakeholders in the WC and South Africa by forging partnerships of the future. It necessitates strategic planning to address operational challenges like local NEV networks of service and maintenance capabilities. Other direct GMT implications may include: Cost-Effective fleet solutions – GMT clients could benefit from lower cost models and the radical enhancement of battery technologies; Demand for New Energy Vehicles (NEVs) – GMT should review current trends to understand how these dynamics shape its short to medium term fleet planning scenarios; Shift in Procurement Preferences – SA buyers favour

vehicles from Chinese OEMs over legacy brands, and may require GMT to engage with such OEMs to understand aftersales support.

The largest proportion of GMT's fleet will remain fossil-fuel vehicles for the immediate future. While GMT is in the process of exploring alternative fuel options, fuel and oil prices are expected to remain a significant component of GMT's operating expenditure for most of the five-year period covered by this strategy. Where viable alternatives to fossil fuel, including hybrid vehicles are available, these substitute possibilities will be evaluated and incorporated within the fleet where possible.

GMT will consider all the above factors when crafting its operational plans, risk management strategies as well as the tariff structure of its products, services and solutions going forward.

Social environment

Weak economic activity remains a major challenge for South Africa and tends to exacerbate historical socio-economic disparities. This has the potential to result in social unrest when marginalised communities protest over real or perceived lack of service delivery. This may have an impact on GMT and the WCMD, as criminal elements have been known to target government-owned infrastructure and assets under the guise of legitimately organised protest efforts. This has a direct impact on the Western Cape Portfolio Priorities of **Safety and Educated, Healthy and Caring Society** contained in the PSP.

Currently, attacks on government assets and employees, including emergency medical services and traffic personnel, necessitates WCMD and GMT to research and implement measures to improve the safety and security of both personnel and the fleet.

The level of urbanisation in the Western Cape is higher than the rest of South Africa and impacts GMT's planning and positioning of services to its client institutions. GMT's organisational make-up is diverse, which bodes well for the requisite variety that is necessary for long term resilience in dealing with future needs, requirements, opportunities and challenges. Associated with this requisite variety are the various levels of technical fleet skills, governance and enabling ICT capabilities required. These include technology and other skills which are both scarce and expensive. Many of these skills are currently insourced but will require future ongoing re-capacitation and skills transfer to GMT employees. This must be carefully managed to ensure the highest levels of reliability, safety and sustained service delivery.

GMT's goal of recruiting young people into the organisation, while providing relevant on-the-job training and development must remain a vital source of growing internal skills and capabilities across fleet, ICT, governance and compliance. This requirement is highlighted in GMT Strategy 2025–2030 and its associated plans.

Technological environment

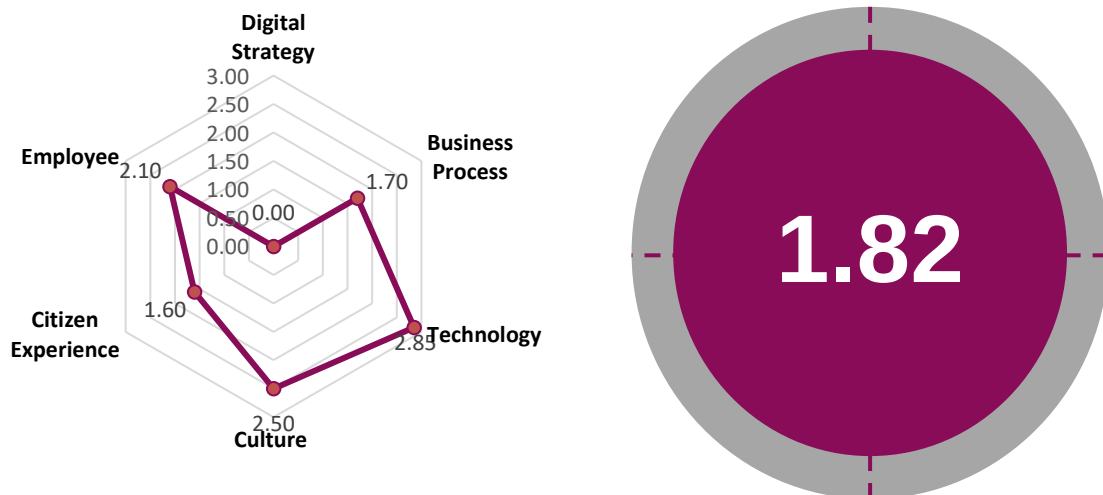
The stabilisation of cloud computing within the Western Cape Government (WCG), along with strong Department of Public Service and Administration DPSA compliance scores for the Centre of e-Innovation (Cel), highlights the importance of regulatory adherence. However, the rapid advancement of artificial intelligence is outpacing South Africa's technological delivery capabilities, creating a pressing need for enhanced ICT strategies and investments.

The DPSA undertook a digital maturity assessment nationally and provincially to evaluate the departments' readiness of systems, services and digital capabilities in aligning with the National Development Plan (NDP): Vision 2030 that emphasises the need for robust ICT infrastructure to enhance online service access. The outcome of this maturity assessment is

required nationally to provide insight in the development of the DPSEA digital government policy framework and the roadmap to digitalise public services.

In this Department, the DPSEA digital transformation maturity assessment has identified a deficit in the departmental digital strategy and its associated financial portfolio, highlighting the need for comprehensive regulatory and strategic adjustments. The WCMD scored 1,82 out of a potential maximum score of 4. The figure below indicates the departmental strengths and improvement focus areas.

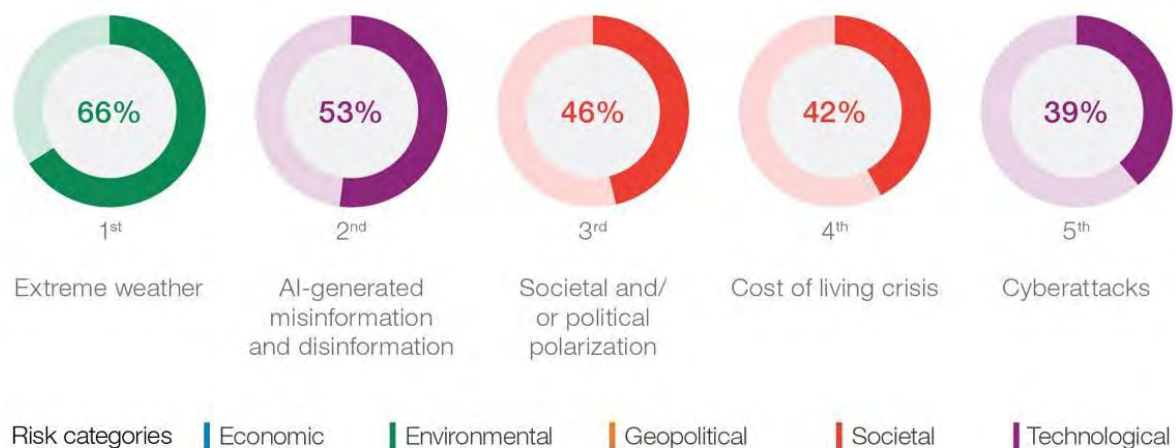
Figure 15: DPSEA Digital Maturity Assessment, 2024



Source: DPSEA Digital Maturity Assessment, 2024 for WCMD.

The field of mobility has been one of the fastest-evolving segments impacted by the Fourth Industrial Revolution. Autonomous vehicles, drones and smart highways have become ubiquitous, both globally and locally. Advances in robotics, fuel-cell technology/electric and alternative fuel vehicles, and artificial intelligence mean that GMT must build requisite internal capabilities and capacity to evaluate and incorporate these technologies within its overall service and solutions portfolio. It will also be necessary to source and secure the skills associated with these technologies as an integral part of creating an environment where innovation and agility become part of GMT's culture. The rapid future expected growth in these various technologies as well as their potential utility within the mobility landscape requires GMT to continuously develop new capabilities over time. During the GMT Strategy 2025-2030 crafting process, an analysis was conducted of current and future required capabilities. A clear plan of action to develop these capabilities over time forms a part of the GMT strategy going forward.

Figure 16: WEF global current risk landscape



Source: World Economic Forum Global Risks Perception Survey 2023-2024

In response to the fast-changing technology environment, GMT's investment into in-vehicle technology to meet the specific needs and requirements of clients will need to be further enhanced and expanded over the next five years. GMT and WCMD will continue to collaborate with the DOI, the Department of the Premier (DotP) and other Provincial departments to integrate systems and data to maximise value across different clients, platforms and stakeholders.

WCMD and GMT's operations rely extensively upon data and ICT systems. These range from fleet management, traffic management, finance and other support systems to data stand-alone and integrated data warehouses. These will all need to be secured, maintained and intelligently enabled to deliver real value as well as gains in efficiency and effectiveness. They will also need to be configured to ensure that they deliver on operational needs and expectations.

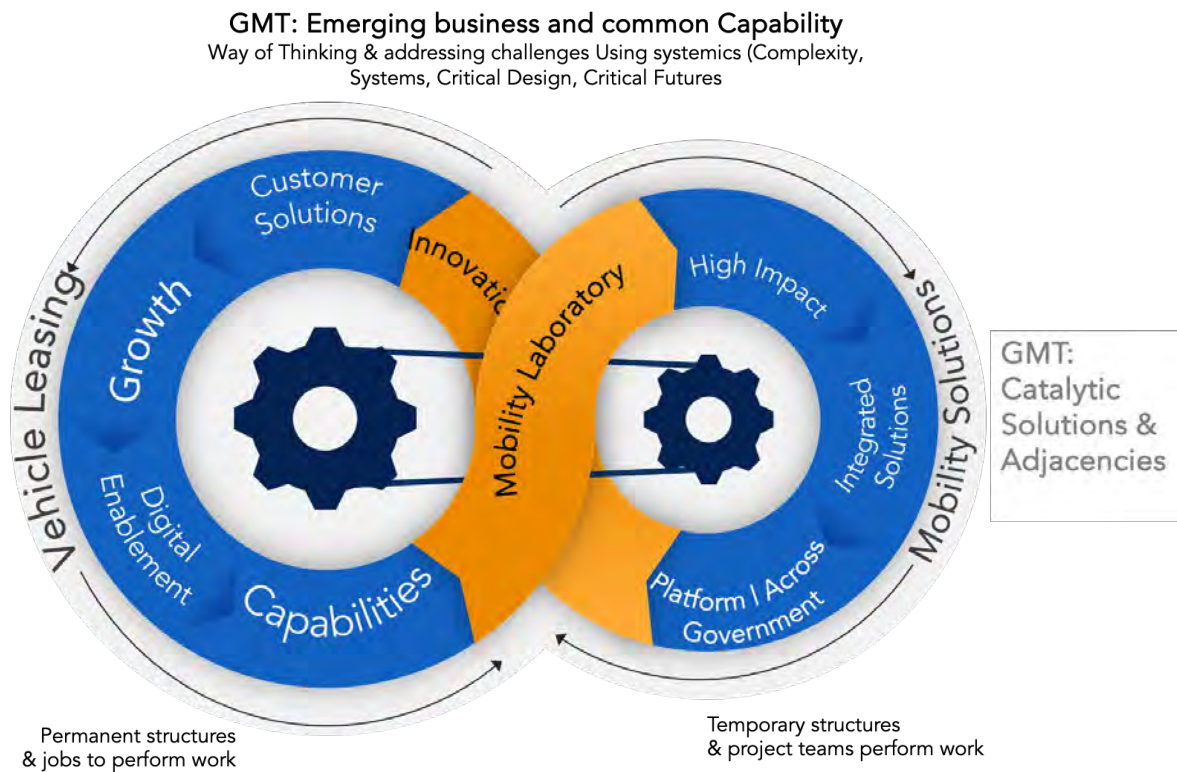
To this end, GMT will continue to modernise and future-proof its ICT strategy and plans over the new strategic planning period.

GMT's strategic approach embraces composable architecture to enhance agility, scalability, and innovation in its technology ecosystem. This approach reduces dependency on monolithic systems, allowing for seamless integration of emerging technologies, and optimised resource utilisation. Composable architecture supports GMT's commitment to digital transformation, operational resilience, and customer-centric solutions, ensuring that its systems remain flexible, future-proof, and aligned with strategic objectives.

Furthermore, the GMT strategy crafting process has produced two key capability models to support these requirements (Collaboration Hub and Mobility Laboratory). These will require GMT to expand its scope and mandate while adopting an action-experimentation approach to research and development. They will also enable GMT to support and develop its adjacency growth beyond its current core asset/fleet management business to becoming a fully-fledged mobility solutions provider, with its own proprietary composable technology platform.

This evolutionary approach as set out in the illustration that follows, aligns with the Western Cape Provincial Strategic Portfolios of Innovation, Culture and Governance.

Figure 17: GMT core Fleet-focus & Adjacencies model of risk mitigation



Source: GMT strategic planning source data for new 5-year period: 2025-2030

The illustration above sets out the capabilities that will need to be scoped out and developed over time. This will require further attention and detailed planning to ensure a responsive and governance-rich, risk-reward value proposition to underpin the future GMT 2025-2030 Strategic Plan. It will also require that GMT reduces its risk exposure associated with new, innovated revenue pursuits and business models. Successfully mitigating these risks will also require that GMT embarks on holistic processes of alignment and engagement to align people, processes and technology to support and enable its strategic vision, “Innovative mobility solutions to co-create a better life for all.”

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 as may be seen in its pursuit of efficient fleet enhancements and in its testing of alternatives to fossil-fuel vehicles as well as its ongoing research into the utilisation of biofuels and hybrid engines. By reducing emissions and promoting alternative fuels, GMT supports both local and provincial goals for a healthier environment, which aligns with the portfolio of Educated, Healthy and Caring Society contained in the PSP.

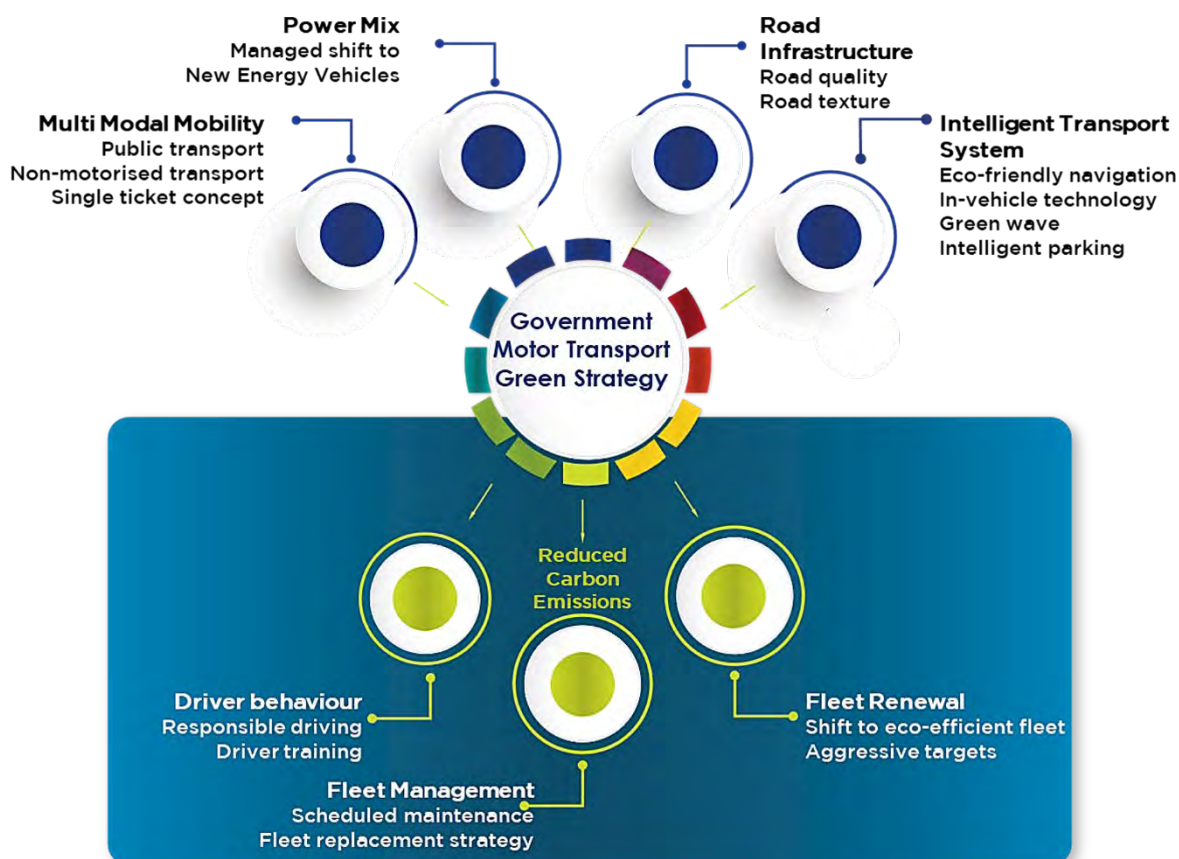
The Green Transport Strategy for South Africa (2018-2050) indicates that the transportation sector is accountable for 91.2 percent of greenhouse gas emissions. GMT endeavours to accelerate and sustain a transition to a Western Cape Government “green fleet”. It will deliver on this aspiration by introducing electric and alternative fuel vehicles while at the same time

recognising its dependency on a broader enabling environment consisting of a widely distributed charging infrastructure, together with associated training and communication requirements.

To contribute substantively to this goal, GMT recognises that it cannot do so in isolation. To bring about the change required will require an ecosystem wide shift, brought about by the appropriate vision, mindset shifts, thought leadership, catalytic innovations and adoption of leading practice. It is for this reason that GMT aspires to play a servant leadership role within the public sector mobility ecosystem in the Western Cape.

GMT's overall plan to accelerate and sustain a transition to a "green fleet and footprint" includes mechanisms through which GMT will 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 vehicles with smaller engine capacities, in line with client mobility needs. It will also conduct the necessary ongoing research to stay abreast of low-compute technologies, regulations, policies and processes for the whole business, as reflected in the figure below.

Figure 18: GMT's "greening the fleet" initiatives



Source: GMT ICT Management Support Service

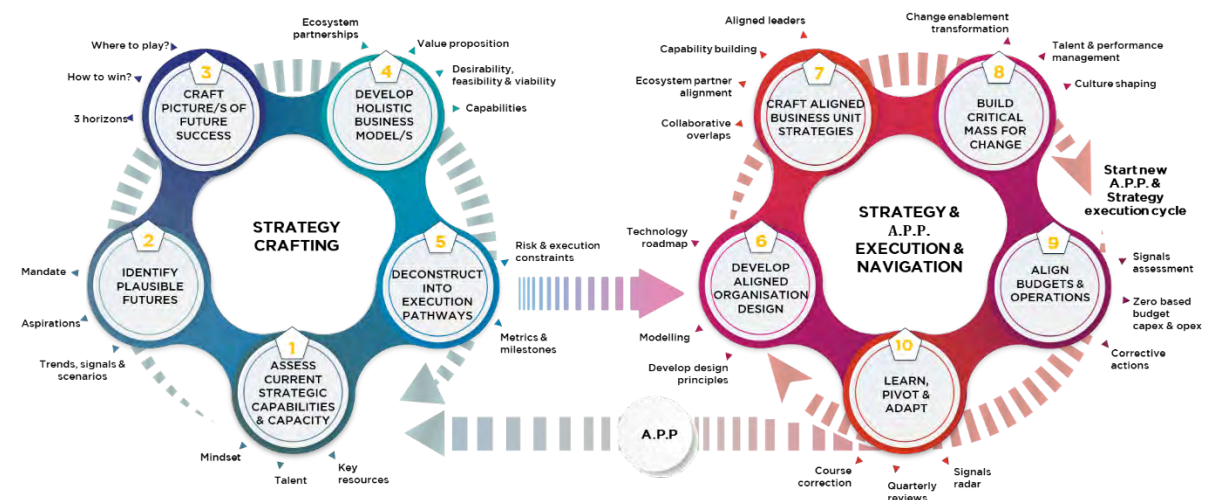
Legal environment (GMT Fleet and business environment)

The formal separation of DOI from WCMD and from GMT has established a distinctive mobility focus. It cannot however be fully separated from the provision of the necessary mobility infrastructure and effective, relevant regulations impacting transport. The Administrative Adjudication of Road Traffic Offences Act (AARTO) 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 administration and processing of traffic fines and notices to meet the requirements of AARTO. In preparation for the implementation of AARTO, GMT has issued driver tags to all 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 owner proxy. This reinforces GMT'S position as a leader in mobility solutions, aligned with the Western Cape Portfolio Priority of Innovation, Culture and Governance.

Over the course of the five-year strategic planning period, GMT will formally seek to **redefine its mobility mandate**, and it is expected to similarly explore enabling innovations and technologies to further develop a mobility platform business model. This view is reflected in the GMT strategy development process as well as its ongoing **strategy navigation and implementation** process as indicated on the right-hand side of the illustration below. The strategy crafting and implementation model provides for insights generated to inform continuous realignment based upon feedback and subsequent "reflexive-action".

Figure 19: GMT Strategy crafting model



Source: GMT strategic planning source data for new 5-year period: 2025-2030

The DPSA 7th Administration – Driving closer technology outcomes together with business

The DPSA acts under the mandate of Section 3 (1) of the Public Service Act of 1994, as amended, and provides for the Minister of Public Service and Administration to establish norms and standards on (a) information management, (b) e-government, (c) transformation, reforms, innovation and any other matter to improve the efficiency of the public service in terms of internal operations/service delivery (DPSA (2024): Incorporation of digitalization interventions in planning documents for the 7th administration).

The DPSA has recognised some of the challenges detailed below:

- Misalignment between ICT and Business, resulting in ICT investments that don't improve service delivery.
- Inadequate resourcing (human and financial) of ICT components to enable the department's Digitalization programme.
- No implementation of 5-year ICT Strategy (where it exists separately) due to lack of funding.
- Executive Committees have NO clear visibility and monitoring of digitalization interventions to modernise the business.
- Inadequate appreciation and oversight by executive committees for ICT related business risks.

Source: *DPSA (2024) Incorporation of digitalization interventions in planning documents for the 7th administration.*

Undoubtedly, the DPSA is fostering a shared understanding of the constraints, and the department foresees closer collaboration with National and the Province through guidelines to advance the citizen technological impact rhetoric.

Strong alignment with national and provincial policies significantly reduces operational risks for organizations. The launch of CGICT v2, which introduces new ICT investment thresholds for government, exemplifies this alignment. Additionally, positive compliance scores from the Western Cape Government (WCG) for the Department of Public Service and Administration (DPSA) cloud and other governance requirements highlight the effectiveness of current regulatory frameworks. However, there is a need for further capacity building to effectively operationalise regulatory prescripts, such as the WCMD Value and Benefits Framework, ensuring that these regulations translate into value and benefits.

5.2. External stakeholder analysis

Sound strategy requires a comprehensive understanding of the relationship between GMT and its stakeholders. Who they are as well as the interdependences created by mutual influence and interest are essential elements impacting the achievement of GMT's strategic aspirations.

Table 2: External stakeholders

STAKEHOLDERS	CHARACTERISTICS <i>KNOWLEDGE OF INSTITUTION'S MANDATE, RELATED POLICIES AND LEGISLATION, POSSIBLE SUPPORT, COLLABORATION, EXPERIENCE AND CULTURE</i>	INFLUENCE <i>POWER THAT STAKEHOLDERS HAVE OVER OR WITHIN GMT</i>	INTEREST <i>LEVEL OF INVOLVEMENT A STAKEHOLDER CAN HAVE IN GMT AND IN GMT INTERVENTIONS</i>	LINKAGES WITH OTHER STAKEHOLDERS <i>UNDERSTANDING 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 GMTs	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 GMTs	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	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
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 of 31 January 2025.

5.3. Internal environment analysis

Performance environment

During the development of GMT's Strategic Planning cycle 2025-2030 several facilitated strategic planning sessions were held during the 2024/25 financial cycle. These sessions led to the emergence of **five transformative themes**, as illustrated below:

1. Thought Leadership

Thought leadership positions GMT as a leading voice within the mobility ecosystem, leveraging its unique insights, expertise and strategic vision to create value for stakeholders. At its core, thought leadership is about providing evidence-based direction and energy to an ecosystem. This transformative theme serves a dual purpose: advancing GMT's commercial success and reinforcing its role as a servant leader dedicated to the WCG, its citizens, and the broader ecosystem.

2. Collaboration

Collaboration is central to GMT's ability to drive value, efficiency and strategic alignment across the mobility ecosystem. More than a mechanism for interaction, collaboration serves as a transformative enabler that strengthens partnerships, enhances service delivery, and ensures the long-term sustainability of GMT's operations. By embedding collaboration into its governance, operational models and innovation frameworks, GMT seeks to shift from transactional relationships to purpose-driven, systemic partnerships that create shared value.

3. Service Delivery

Service delivery is a core function of government, ensuring that citizens, enterprises and institutions receive critical public services efficiently, reliably and predictably. For GMT, service delivery is embedded in every aspect of its operations, ensuring that mobility solutions remain aligned with client needs, public-sector mandates and the evolving technological landscape. GMT's service delivery strategy is built on key principles of accessibility, efficiency and adaptability. These principles are reflected across its directorates, ensuring that GMT remains responsive, future-ready and operationally resilient.

4. Open Innovation

Open innovation challenges traditional siloed and closed innovation models and instead, promotes collaborative knowledge-sharing and external partnerships to accelerate technological and service advancements. As a mobility-focused entity, GMT leverages open innovation to engage with OEMs, clients and user innovators while fostering internal and external collaboration. This ecosystem approach ensures that innovations seamlessly flow between GMT, its stakeholders and the broader mobility sector, creating mutually beneficial solutions for the public sector.

5. Scale-up solutions

Global trust deficits in government, corporations and media (Edelman Trust Barometer (2024)) pose a challenge to achieving widespread adoption and commercialisation of GMT's innovations. Addressing this trust gap through transparency, ethical governance and stakeholder engagement is critical to ensuring GMT's solutions are scalable, commercially viable and widely trusted. A platform-based approach enables GMT to integrate trust-building mechanisms, commercialisation strategies and scalable solutions across its mobility services.

5.4. Organisational environment

The Western Cape Mobility Department (WCMD) was established following its separation from the Department of Transport and Public Works (DTPW), bringing together several critical divisions such as Transport Operations, Transport Regulation, Traffic Management and Government Motor Transport (GMT). The department is focused on improving transportation systems and services, especially in Cape Town, where the national rail system has shown significant inefficiencies. Through collaboration with national and local governments, as well as key agencies like PRASA, WCMD aims to create innovative solutions to enhance mobility across the region. The department is still in its early stages, but it is laying a solid foundation to address transportation challenges with a focus on sustainable mobility systems.

The WCMD, however, faces challenges due to limited financial resources and the extensive nature of its mandate. To address this, an organisational redesign is planned to ensure that the department's structure and capacity align with its long-term vision. Technology will play a central role in the department's growth, especially within GMT, facilitating a digital transformation that impacts service delivery and internal operations. The department is embracing the opportunities presented by the Fourth Industrial Revolution, using technology to improve access to high-quality data and integrate multimodal transport systems that prioritise user-centric mobility solutions.

The WCMD and GMT continue to prioritise social equity in its procurement processes, aiming to advance fairness by awarding contracts based on both price and preference, in line with government procurement policies. This includes adherence to the Preferential Procurement Policy Framework Act (PPPFA) and the Broad-Based Black Economic Empowerment Act (BBBEE). The department is awaiting further strategic guidance from the Western Cape Government Provincial Treasury regarding the implementation of **Specific, Measurable, Achievable, Realistic, and Time-bound (SMART)** goals and the implications of the new Public Procurement Act. As part of its strategy, the WCMD aims to enhance its Supply Chain Management (SCM) processes, with an emphasis on cost-effectiveness, transparency and value for money, particularly through consolidated commodity procurement and improved contract management practices.

Workforce planning is a key focus for the department and GMT to ensure they have the right talent and capabilities to meet their goals. The workforce plan includes diversifying the talent pool, implementing competency-based recruitment, and providing learning interventions to equip employees with emerging skills needed for future challenges, such as those related to the Fourth Industrial Revolution. In addition, the WCMD is committed to youth development through internships and career development programmes. The department will also focus on improving health and wellness support for its staff, as well as fostering a culture that aligns with the principles of service delivery and citizen-centric governance. Key to the success of these initiatives will be the ongoing development of a future-fit skills strategy and the creation of a provincial learning and innovation centre to support the growth of the workforce.

GMT Accommodation

GMT envisages to create a suitable long-term accommodation plan as it navigates the complex landscape of managing a diverse and expansive vehicle fleet. At the core of GMT's mission is to provide efficient, cost-effective and environmentally sustainable mobility solutions enabling its GMT client institutions to carry out their respective mandates to the Western Cape Government's citizens.

GMT as a trading entity understands how critical it is to establish a robust and adaptable long-term accommodation plan, one that harnesses the latest developments in transportation technology, adheres to sustainable development principles, and places a high priority on resource optimisation to ensure seamless and reliable operation of its essential services.

The strategic alignment of the GMT's long-term accommodation goals with the Western Cape Government's overarching goals forms the basis of this plan. This fosters a cohesive and collaborative approach to mobility management that cuts across traditional departmental boundaries and promotes the region's holistic wellbeing. By continuously evaluating and refining its long-term accommodation strategies, GMT will endeavour to maintain a dynamic and adaptable plan that can effectively meet the evolving mobility needs of its client institutions and ultimately the citizens contributing to a better life for all.

With its first regional hub in George and four other locations in the Cape Town Metropole, GMT operates from five facilities. The goal is to improve site utilisation within the next 12 months, as it is currently below optimal. The optimisation will include infrastructure reconfiguration, better access, and improved systems and processes.

GMT Employee Wellness

Total Employee Wellness Programme remains a key strategic focus of GMT, acknowledging the important link between health and wellness of both individual and organisation.

A few different wellness initiatives and programmes from across various directorates in GMT were brought together via a single, cohesive approach that found expression in the recently developed GMT Employee Wellness Strategy. The strategy is scheduled for implementation and roll-out in the organisation in the first and second quarter of the 2025 financial year.

The recent appointment and training of **nine** additional Wellness Ambassadors will enable GMT to add further impetus to establishing and entrenching a culture that values a well-balanced approach to work and personal life alike.

Long-term ICT Investment and Alignment

The annual budget allocation process presents a significant risk to the WCMD's strategic vision, particularly in supporting Vision 2030 commitments and beyond. Without insight into future fiscal allocations, the department struggles to plan and execute long-term ICT projects. This uncertainty challenges the department's ability to commit to multi-year initiatives, which are often necessary for achieving strategic ICT outcomes. The dilemma remains: Either start a project and risk abnormal termination when funding is not confirmed or not start the project and risk not achieving the best financial year outcomes. To address these constraints, the WCMD advocates for a three- or five-year budget commitment, providing the financial stability and predictability needed for long-term ICT projects. This approach would enable the department and GMT to invest in strategic initiatives that deliver significant value over time. Additionally, the current practice of annual budget allocations under the Medium Term Expenditure Framework (MTEF) and Medium Term Development Plan (MTDP) significantly constrains the department's ability to deliver impactful ICT outcomes. A shift towards multi-year budget commitments, with appropriate risk measures, is necessary to ensure effective planning, execution, and completion of ICT initiatives. If this shift is not possible, the department may need to seek private sector partnerships for longer-term funding cycles.

Phase 2 of our Value and Benefits framework will aim to enhance the department's capabilities towards attracting private sector investment. The objectives of Phase 2 remain as:

- Uplift the operationalisation of the value framework to de-risk responsible departmental stakeholders like the Executive Committee, WCMD IT Steering Committee etc.
- Enabling government projects with business case financial metrics of industry standard that can further attract private sector investment to encourage public-private sector co-operation for citizen benefit.
- Enable the department operationally for CGICTPF v2 so that long-term external skills reliance is decreased.
- Reduce executional resistance-to-change for the financial requirements related to Principle 3, through knowledge transfer.
- Enable hands-on, practical business case training for selected staff.
- Empower ICT project reporting by including financial reporting metrics within project status reports for key project stakeholders and the IT Steering Committee.

Digital Strategy

The Digital Strategy remains the area of investment for the Department and GMT together with the assistance from the Provincial working groups.

In the mobility sector, technology enables access to high quality data availability which is required for integration of transport services, facilitate multimodal and user- centric mobility systems. Continued focus will be placed on the value and benefit realisation of ICT investments. The strategic approach to ICT enablement is discussed in an annexure / Section to this Strategic Plan.

Growth of Data Wealth: #GoData

In line with the National Knowledge Management Strategy Framework and DPSA Determination and Directive on the Implementation on the Knowledge and Data Management in the Public Service, the Department and GMT aims to leverage advanced knowledge and data management strategies to enhance decision-making, drive innovation, and maintain a competitive edge. Part of this approach is foreseen investment in the Integrated Transport Hub for artificial intelligence and machine learning to automate data analysis and generate actionable insights. Develop centralised data repositories and data lakes to facilitate easy access and retrieval and sharing of information. Feedback mechanisms are also critical to continuously assess and improve knowledge and data management practices. Ongoing training and development programs will also be implemented to enhance employees' data literacy and knowledge management skills. The Department will continue to grow its knowledge base by conducting regular evaluations on its mandate, and host knowledge sharing sessions within its programmes on issues related to the mobility environment and thus aiding internal decision making.

Cyber Security

Comprehensive cybersecurity measures to protect sensitive information and ensure compliance with data protection regulations are also critical areas that will receive continuous attention, led by the Department Police Oversight and Community Safety as well as the Centre of e-Innovation (Cel).

5.5. Internal stakeholder analysis

Relationships with and between internal stakeholders have the potential to enhance or detract from successful strategic initiative implementation and execution.

Table 3: Internal stakeholders

STAKEHOLDERS	CHARACTERISTICS <i>KNOWLEDGE OF GMTS MANDATE, RELATED POLICIES AND LEGISLATION, POSSIBLE SUPPORT, COLLABORATION, EXPERIENCE AND CULTURE</i>	INFLUENCE <i>POWER THAT STAKEHOLDER HAS OVER OR WITHIN GMT</i>	INTEREST <i>LEVEL OF INVOLVEMENT STAKEHOLDER CAN HAVE AT GMT AND IN GMT INTERVENTIONS</i>	LINKAGES WITH OTHER STAKEHOLDERS <i>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 Western Cape Portfolio 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 Western Cape Portfolio 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 stakeholders in GMT's service delivery to client institutions	Engagements with officials of client institutions, users of GMT services and service providers



MEASURING OUR PERFORMANCE



Part C: Measuring our performance

1. Institutional performance information

By placing the citizen at the centre of Operations, the Department and GMT are advocating a systems-thinking approach to citizen-centric planning. This has the potential to move the measure of performance away from 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 will rather be viewed as a measure of the impact delivered for the benefit of an entity's clients and citizens.

GMT will develop client and citizen feedback tools and mechanisms that will enable it to articulate and measure collaboration with client institutions and the impact of this collaboration on service delivery to citizens.

1.1. Measuring GMT's impact

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 gives effect to its vision. This will be achieved through 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 WCMD by including a **fifth perspective** to the standard Balanced Scorecard perspectives, the **environment**. From a sustainable development, triple-bottom-line, viewpoint, the environment is the primary habitat within which all species, including humans, survive and thrive. The environment is therefore central to human existence.

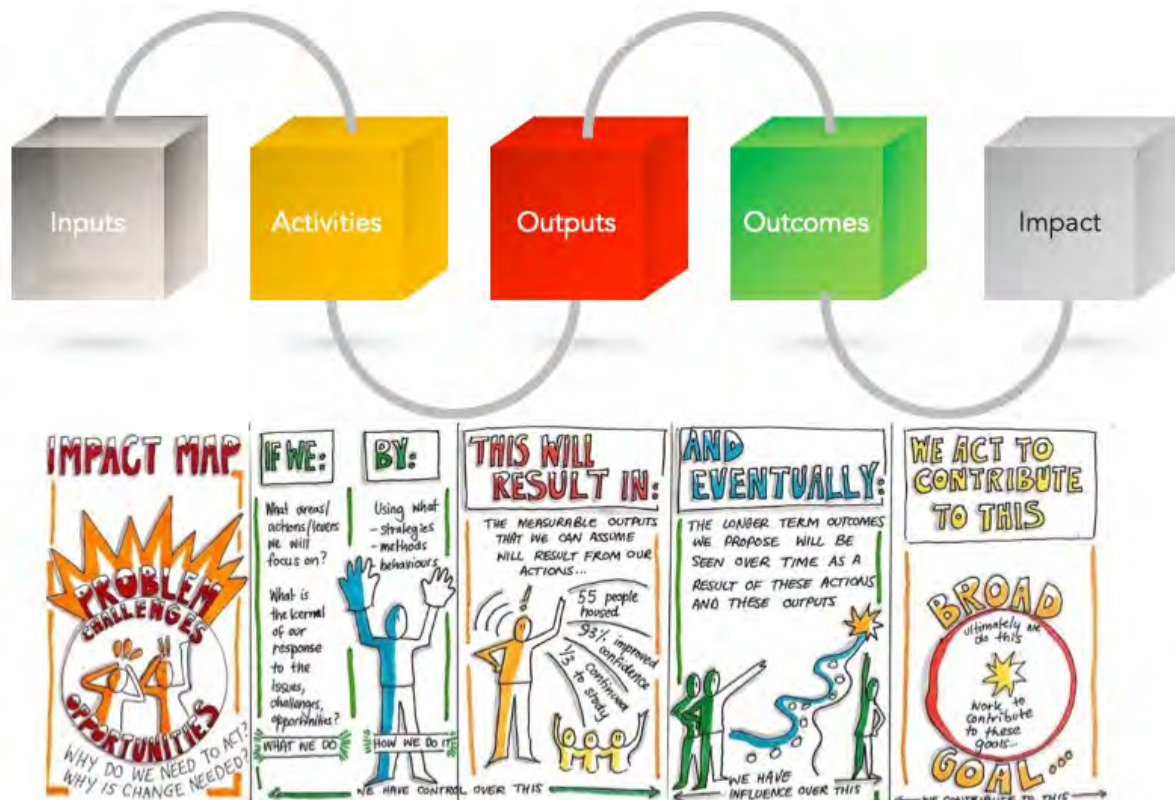
In the context of resource resilience, all things ultimately start with a natural resource, and it is upon this premise that GMT recognises the environment as the apex perspective. The WCMD and GMT are in the process of developing an integrated triple-bottom-line Balanced Scorecard, in order to generate 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] 2025 Priorities, and State of the Province [SOPA] 2025 Objectives) and establishes a golden thread of logic, against which decision making can be evaluated. The below table sets out GMT's five Balanced Scorecard perspectives.

Table 4: GMT's Five Balanced Scorecard Perspectives

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 has generated a holistic Theory of Change flow diagram, which establishes a directional, yet flexible strategy process. This allows for the ongoing monitoring and evaluation of the extent to which the strategy is achieving its desired impact and outcomes.

Figure 20: GMT Theory of Change logic flow



Source: GMT Management Support Services external resources

Impact statement

GMT has revised and redeveloped its **impact statement and outcomes** to guide its delivery over the 2025-2030 five-year strategic planning period. GMT's impact statement has been reformulated as:

Reliable, accessible, safe and environmentally responsible catalytic mobility solutions.

1.2. Measuring GMT's outcomes

GMT's strategy process identified five key themes with initiatives proposed under each theme. Four key outcome areas were also identified through which the entity would drive and measure its progress, strategy implementation as well as the outcomes of its overall strategic journey. These are:

- Mobility ecosystem leader;
- A green fleet and footprint;
- Citizen-centric solutions; and
- Successful realisation of mobility innovation.

1.2.1. Linkages of the national, provincial and department's outcomes

The linkage of the Medium Term Development Plan (MTDP) and Provincial priorities to GMT's outcomes, outcome indicators, baseline and five-year targets is shown in the below table.

Table 5: GMT linkages to national, provincial and departmental outcomes

MTDP	PROVINCIAL PRIORITIES	OUTCOME	NO.	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET
A capable, ethical and developmental state	- Growth for Jobs - Innovation, Culture and Governance	1. Mobility ecosystem leader	1.1	Review and adapt GMT's mandate to meet future needs	0	1
Inclusive growth and job creation			1.2	Organisational restructure aligned to GMT Strategic Outcomes	0	1
			1.3	Number of regional hubs	1	2
			1.4	Number of benchmark engagements	10	20
A capable, ethical and developmental state	- Growth for Jobs - Safety - Educated, Healthy and Caring Society - Innovation, Culture and Governance	2. A green fleet and footprint	2.1	Percentage of New Energy Vehicles (NEV) in the fleet	3.4	11.6
			2.2	Reducing the ratio of CO ₂ emissions relative to the fleet size/ kilometres travelled	3	2.8
Reduce poverty and tackle the high cost of living	- Growth for Jobs - Innovation, Culture and Governance	3. Citizen-centric solutions	3.1	Number of financial governance frameworks reviewed	5	5
			3.2	Percentage of satisfied stakeholders	60	100
A capable, ethical and developmental state	- Growth for Jobs - Innovation, Culture and Governance	4. Successful realisation of mobility innovation	4.1	Number of approved innovation projects	1	3

1.3. Explanation of planned performance over the five-year planning period

OUTCOME 1	MOBILITY ECOSYSTEM LEADER
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To deliver on its Mission, *“To collaboratively develop innovative, catalytic mobility solutions with our clients, partners and stakeholders that contribute to a better life for all”*, GMT and its people will need to stay abreast and inform ongoing innovation in the mobility, vehicle and fleet management ecosystems.

This outcome will result in enhanced, sustainable mobility solutions that improve access, efficiency, and resilience for all beneficiaries. Over the next five years, GMT will prioritise enabling seamless integration of cutting-edge mobility technologies, with an emphasis on renewable energy, automation, and digital connectivity.

By staying at the forefront of industry innovation, GMT aims to deliver enhanced, sustainable mobility solutions that maximise access, efficiency and resilience for its beneficiaries. The development and signing of an agreement with academic, private sector and government stakeholders as part of the GMT Mobility Laboratory, will further expand the benefits of this mobility ecosystem while addressing the complex, interconnected challenges in the wider transport/ mobility sector.

The 4IR and associated renewable energy technologies have already had a significant impact on the design and supply of motor vehicles for the South African market. It will continue to impact on the future decisions that GMT will have to make about its products, services and solutions, including fleet composition. These decisions will have to be informed by a deepening of GMT’s technology capability, including its understanding of connective technologies, sensors and the IoT. It will also impact GMT’s approach to collaboration with clients and stakeholders, requiring a deeper understanding of client’s mobile technology needs and requirements, both articulated and unarticulated.

Key interventions under this outcome include:

- The development of a strategy/thought leadership paper on new energy vehicles;
- Development and signing of an agreement with academic, private sector and government stakeholders on an innovative hub, the Mobility Laboratory; and
- Development of mobile applications to enhance reliability and client access to GMT’s products and services.

Expected benefits:

- Improved client access to GMT’s products and services through advanced digital applications and connected vehicle technologies;
- Stronger collaboration with stakeholders to drive sustainable, technology-led mobility solutions; and
- Enhanced service reliability and innovation capacity, enabling GMT to set new standards, and influence the discourse, within the public sector mobility ecosystem.

OUTCOME 2

A GREEN FLEET AND FOOTPRINT

GMT is committed to fostering a sustainable, low-carbon mobility ecosystem that not only reduces its environmental footprint but also enhances the health, safety, and wellbeing of the communities it serves. By prioritising innovative, eco-friendly fleet solutions, GMT aims to support the Western Cape's transition to sustainable mobility, creating a positive societal impact through reduced emissions, energy efficiency, and resilience in public sector transport.

Key interventions under this outcome include:

- Completing a strategy on new energy 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.

Expected societal benefits:

- Reduced CO₂ emissions contributing to cleaner air and a healthier environment for Western Cape residents;
- Job creation and skill-building in green technologies, particularly within emerging electric and alternative fuel vehicle sectors; and
- Enhanced community wellbeing and public safety through a reduced reliance on fossil fuels and the adoption of sustainable practices across GMT's fleet operations.

OUTCOME 3

CITIZEN-CENTRIC SOLUTIONS

While GMT is not profit-driven, it is a trading entity and is required to maintain a sound financial position. This ensures that it is able to consistently deliver its value proposition to its clients in a manner that will ensure that internal and external stakeholders are consistently satisfied with its service. This is particularly important as, in the care of its Western Cape Government clients, GMT has a dominant market position because its clients are compelled to utilise its services.

Should GMT abuse this privileged position, it runs the risk of Client complaints that its services are either sub-standard and/or its pricing is not competitive. This could result in Clients losing trust in GMT, refusing to use its services and to GMT ultimately becoming irrelevant to its marketplace. Delivering client-centric solutions is therefore central to GMT's survival as an independent trading entity within the WC Government. GMT's strategy is focused on deepening its competitiveness through the leveraging of its assets, including financial resources, as well as through building a capability that enables it to design and deliver the best possible integrated solutions to clients' mobility needs and requirements.

A strong balance sheet provides GMT with the ability to leverage its financial resources and purchasing power to provide the best possible pricing for client solutions. This enables competitiveness and allows GMT to compete with comparable leasing solutions from the private sector.

Central to GMT's client-centric solutions capability is the ownership and effective utilisation of data. The more relevant client data that can be collected and transformed into intelligence, the more client-centric GMT's mobility solutions will be. Data on its own however is not enough. Innovative solutions require people with the requisite curiosity, specialist technical knowledge and insights (both mobility and technology) as well as foresight into future emerging technology and mobility solutions. Innovative people also require the space, resources and

time to research, experiment and design. It is for this reason that GMT intends to develop its Mobility Laboratory capability. Client-centric solutions encompasses both client-specific solutions as well as mobility solutions that address the WCG, society and/or South Africa as a whole.

In support of this outcome, GMT will review and redesign its current organisation design as well as its methods for gathering client intelligence. This includes surveys, customer experience assessments as well as the use of relevant technology to gather relevant data across identified touch points along the GMT value chain. This will inform the way client engagement is delivered and will enable GMT to pro-actively assess ongoing levels of client satisfaction and loyalty.

Strategic objectives and societal impact:

By prioritising client satisfaction, efficiency, and tailored service delivery, GMT will:

- Improve resource resilience for public sector entities, supporting their ability to manage budgets effectively and provide services to communities in need;
- Enhance accessibility and mobility for public sector clients—including departments focused on education, health, and safety—thereby strengthening their capacity to deliver on mandates critical to public wellbeing; and
- Establish trust and loyalty among by offering mobility solutions that are tailored to their evolving needs, ensuring that GMT remains a preferred partner in the public mobility sector.

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 storytelling; 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.

Expected benefits:

- Enhanced Public Service Delivery: By optimising mobility solutions, GMT enables government entities to operate more efficiently, thereby improving service delivery to the citizens of the Western Cape;
- Cost Savings for Government Entities: By leveraging GMT's purchasing power and financial stability, clients benefit from competitive pricing, helping reduce operational costs for public sector departments;
- Data-Driven Innovation: GMT's investment in data and technology will allow it to anticipate client needs proactively, ultimately leading to more responsive, customised solutions that align with future mobility trends; and
- Job Creation and Skills Development: Through its client-centric solutions, GMT will support economic growth by creating jobs within the mobility sector and facilitating skills development among Western Cape residents.

OUTCOME 4	SUCCESSFUL REALISATION OF MOBILITY INNOVATION
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GMT is committed to advancing sustainable, accessible, and cutting-edge mobility solutions that benefit the Western Cape's public sector and broader communities. By commercialising innovative mobility technologies, GMT aims to transform the landscape of public service mobility, contributing to a more adaptable, resilient, and prosperous ecosystem that supports both government and citizen needs.

Strategic objectives and societal impact:

The successful realisation of mobility innovation will:

- Enable GMT to provide cost-effective and technologically advanced solutions to government clients, which will enhance public sector service delivery across critical areas such as health, safety, and education;
- Foster a culture of innovation and entrepreneurship within the mobility sector, creating economic opportunities, driving job growth, and supporting the development of local expertise in emerging technologies; and
- Promote sustainability and environmental responsibility by incorporating green and renewable mobility options, which contribute to the broader societal goal of reducing carbon emissions and minimising environmental impact.

Planned interventions:

- Develop Commercialisation Strategy: Establish a clear framework for the commercialisation of GMT's mobility innovations, ensuring alignment with market demands and client needs;
- Expand the Mobility Laboratory: Utilise the Mobility Laboratory to pilot, test, and refine emerging mobility technologies, with a focus on sustainable and client-centered innovations;
- Form Strategic Partnerships: Collaborate with academic institutions, private sector innovators, and government entities to co-develop and bring to market mobility solutions that are relevant, scalable, and responsive to the Western Cape's evolving public sector needs; and
- Invest in Skills Development and Capacity Building: Provide training programs and workshops that build local expertise in mobility innovation, preparing Western Cape residents for new employment opportunities within the emerging tech and green mobility sectors.

Expected benefits:

- GMT's innovative solutions will enhance public sector mobility by providing reliable, scalable, and technologically advanced options, thereby improving their ability to serve communities;
- Economic Growth and Job Creation: GMT's commercialisation of mobility innovations will boost the Western Cape's economy by creating new business opportunities and generating employment in green and tech-focused industries;
- Environmental Sustainability: GMT is committed to promoting environmental sustainability by introducing low-emission and alternative fuel options for public sector mobility, in line with South Africa's climate goals; and
- Strengthened Stakeholder and Client Relationships: GMT's commercialisation of mobility innovations will enhance stakeholder and client relationships, ensuring competitiveness, responsiveness to client needs, trust, and positioning as a preferred public sector partner.

2. Key strategic risks and mitigations

OUTCOME	KEY RISK	RISK MITIGATION
Mobility ecosystem leader	• Weak legislation	• Collaboration with regulatory authorities
	• Market readiness	• Collaboration and regular engagements with OEMs
	• Internal capacity and skills	• Skills development plan and organisational review
	• Rapid pace of technological advancements may outpace GMT's ability to adapt	• Establish strategic partnerships with technology providers and infrastructure developers
	• Increased digitalization of mobility services raises cybersecurity risks	• Implement robust cybersecurity protocols/compliance and partner with cybersecurity experts
A green fleet and footprint	• Impact of vehicle pricing on tariff structure	• Regular review of tariff structures
	• Useful life of asset components (e.g. batteries in electric and alternative fuel vehicles)	• Design Laboratory Collaboration
	• Availability of vehicles on national transversal contracts	• Influencing national contract specifications
	• User perception of electric and alternative fuel vehicles	• Stakeholder engagements and communications to dispel negative perceptions
	• Inadequate infrastructure for rollout of electric and alternative fuel vehicles	• Holistic strategy which includes infrastructure development in partnership with OEMs and private sector
	• Uncertainty with regards to electricity supply (that impacts on road fuelling of the GMT fleet)	• Exploring alternative/renewable electrical supply at facilities
	• Rapid technological advancements and obsolescence - uncertainty in future technology standards and compatibility with infrastructure	• Invest in modular technology and upgradable fleet solutions to extend asset lifespan
	• Transitioning to a green fleet requires high initial capital investment and limited client institution budgets may slow implementation	• Phase in green fleet adoption based on cost-benefit analysis and explore financing options such as leasing, green bonds, and PPPs
	• Limited local industry capacity for green fleet support - shortage of skilled technicians and maintenance support & dependence on imported components and long lead times	• Implement training and skills development programs for technicians and fleet managers and foster local industry growth by partnering with OEMs for localised production and maintenance hubs
Citizen-centric solutions	• Application and interpretation of accrual accounting standards	• Annual evaluation of requirements and engagement with stakeholders to clarify before operationalising
	• Extension of GMT's mandate to cover integrated mobility technology solutions	• Application to National Treasury
	• Negative perception of GMT's products and service delivery	• Storytelling and regular communication with stakeholders
	• Inadequate utilisation by clients of regional pool services	• Storytelling and communication to highlight the benefits of regional pools to clients

OUTCOME	KEY RISK	RISK MITIGATION
	Lack of organisational capacity and restructuring the organisation to deliver on strategic outcomes	Conduct a comprehensive organisational review to assess capability gaps and realignment needs and implement change management initiatives to support structural transitions and ensure staff readiness for new roles and responsibilities
	Misalignment between GMT services and client needs	Conduct regular stakeholder consultations and needs assessments & implement a client feedback loop to refine services
	Resistance to Change: Clients may be reluctant to adopt new mobility solutions due to familiarity with traditional approaches	Develop change management plans and targeted awareness programs to support transition to new solutions
Successful realisation of mobility innovation	Lack of a structured innovation framework could result in fragmented work, misaligned priorities and failure to operationalise viable mobility solutions	Establish a formalised Innovation Pipeline with clear governance, stage gates and decision-making criteria
	Insufficient resource allocation may hinder research, development, and implementation of innovative projects	Secure dedicated funding and resources for innovation initiatives (ensure alignment with strategic priorities)
	Limited internal expertise and capability gaps could slow down the adoption of emerging mobility technologies	Develop internal innovation capabilities through targeted skills development and collaborations with relevant stakeholders
	Weak stakeholder engagement may lead to resistance/poor buy-in/ ineffective collaboration	Implement stakeholder engagement strategies - including co-development with partners, public sector entities, and clients/end-users

3. Public entities

Government Motor Transport operates as a trading entity under the auspices of the Western Cape Mobility Department.

Notes:

D



TECHNICAL INDICATOR DESCRIPTION



Part D: Technical indicator descriptions

Outcome 1: Mobility ecosystem leader

Indicator title	1.1 Review and adapt GMT's mandate to meet future needs	
Definition	A review of GMT's mandate is required to take account of the broader remit GMT needs to enable its future innovation focus	
Source of data	Reports and/or submissions	
Method of calculation	Quantitative	
Assumptions	The necessary regulatory framework exists permitting GMT to expand its scope to enable a fit-for-future focus	
Disaggregation of beneficiaries (where applicable)	Target for women:	n/a
	Target for youth:	n/a
	Target for people with disabilities:	n/a
	Target for older people	n/a
	☒ None of the above	
Spatial transformation (where applicable)	Not applicable	
Desired performance	☐ Higher than target ☒ On target ☐ Lower (less is more) than target	
Indicator responsibility	Chief Director: GMT	

Indicator title	1.2 Organisational restructure aligned to GMT Strategic Outcomes	
Definition	A review of GMT's organisational and capability requirements to enable GMT to realise its strategic and tactical objectives	
Source of data	Reports and/or submissions	
Method of calculation	Quantitative	
Assumptions	Availability of required and suitable skills critically needed to realise GMT's strategy	
Disaggregation of beneficiaries (where applicable)	Target for women:	Yes
	Target for youth:	Yes
	Target for people with disabilities:	Yes
	Target for older people	Yes
	☐ None of the above	
Spatial transformation (where applicable)	Not applicable	
Desired performance	☐ Higher than target ☒ On target ☐ Lower (less is more) than target	
Indicator responsibility	Chief Director: GMT	

Indicator title	1.3 Number of regional hubs	
Definition	Expansion of GMT's physical footprint through the establishment of decentralised facilities	
Source of data	Reports	
Method of calculation	Quantitative	
Assumptions	Availability of required funds and appropriately skilled personnel	
Disaggregation of beneficiaries (where applicable)	Target for women:	Yes
	Target for youth:	Yes
	Target for people with disabilities:	Yes
	Target for older people	Yes
	☐ None of the above	
Spatial transformation (where applicable)	<i>Expansion of GMT's physical footprint will enhance access to services in decentralised / rural areas</i>	
Desired performance	☐ Higher than target ☒ On target ☐ Lower (less is more) than target	
Indicator responsibility	Chief Director: GMT	

Indicator title	1.4 Number of benchmark engagements	
Definition	Cutting-edge benchmarking activations to enable GMT to continuously provide innovative mobility solutions	
Source of data	Reports: Research and evidence gathering	
Method of calculation	Quantitative	
Assumptions	Sharing of best practices	
Disaggregation of beneficiaries (where applicable)	Target for women:	n/a
	Target for youth:	n/a
	Target for people with disabilities:	n/a
	Target for older people	n/a
	☒ None of the above	
Spatial transformation (where applicable)	Not applicable	
Desired performance	☐ Higher than target ☒ On target ☐ Lower (less is more) than target	
Indicator responsibility	Deputy Director: Management Support Services	

Outcome 2: A Green fleet and footprint

Indicator title	2.1 Percentage of New Energy Vehicles (NEV) in the fleet	
Definition	Improve efficiency of the government vehicle fleet through effective fleet management and provision of quality services and reduction in CO ₂ emissions	
Source of data	Systems	
Method of calculation	Quantitative	
Assumptions	Safe, reliable and accessible vehicles	
Disaggregation of beneficiaries (where applicable)	Target for women:	Indirect via client institutions
	Target for youth:	Indirect via client institutions
	Target for people with disabilities:	Indirect via client institutions
	Target for older people	Indirect via client institutions
	☐ None of the above	
Spatial transformation (where applicable)	Not applicable	
Desired performance	☐ Higher than target ☒ On target ☐ Lower (less is more) than target	
Indicator responsibility	Director: Fleet Services	

Indicator title	2.2 Reducing the ratio of CO ₂ emissions relative to the fleet size/ kilometres travelled	
Definition	Improve efficiency of the government vehicle fleet through effective fleet management and provision of quality services and reduction in CO ₂ emissions	
Source of data	Systems	
Method of calculation	Quantitative	
Assumptions	Safe, reliable and accessible vehicles	
Disaggregation of beneficiaries (where applicable)	Target for women:	Indirect via client institutions
	Target for youth:	Indirect via client institutions
	Target for people with disabilities:	Indirect via client institutions
	Target for older people	Indirect via client institutions
	☐ None of the above	
Spatial transformation (where applicable)	Not applicable	
Desired performance	☐ Higher than target ☒ On target ☐ Lower (less is more) than target	
Indicator responsibility	Director: Fleet Services	

Outcome 3: Citizen-centric solutions

Indicator title	3.1 Number of financial governance frameworks reviewed	
Definition	Establishing and maintaining sound financial management framework and processes to ensure a stable financial governance environment	
Source of data	Reports, feedback channels	
Method of calculation	Quantitative	
Assumptions	Sound financial management and practices	
Disaggregation of beneficiaries (where applicable)	Target for women:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
	Target for older people	Not applicable
	☒ None of the above	
Spatial transformation (where applicable)	Not applicable	
Desired performance	☐ Higher than target ☒ On target ☐ Lower (less is more) than target	
Indicator responsibility	Director: Fleet Finance	

Indicator title	3.2 Percentage of satisfied stakeholders	
Definition	Establishing effective stakeholder relationships at the appropriate levels in client institutions, supported by suitably skilled and capacitated staff	
Source of data	Reports, surveys, feedback channels	
Method of calculation	Quantitative	
Assumptions	Continuous stakeholder engagements	
Disaggregation of beneficiaries (where applicable)	Target for women:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
	Target for older people	Not applicable
	☒ None of the above	
Spatial transformation (where applicable)	Not applicable	
Desired performance	☐ Higher than target ☒ On target ☐ Lower (less is more) than target	
Indicator responsibility	Deputy Director: Management Support Services	

Outcome 4: Successful realisation of mobility innovation

Indicator title	4.1 Number of approved innovation projects	
Definition	GMT requires the establishment of an innovation capability that will enable the entity to remain relevant and resilient going forward	
Source of data	Reports	
Method of calculation	Quantitative	
Assumptions	Availability of required funding and appropriately skilled resources	
Disaggregation of beneficiaries (where applicable)	Target for women:	Yes
	Target for youth:	Yes
	Target for people with disabilities:	Yes
	Target for older people	Yes
	☐ None of the above	
Spatial transformation (where applicable)	Not applicable	
Desired performance	☐ Higher than target ☒ On target ☐ Lower (less is more) than target	
Indicator responsibility	Deputy Director: Management Support Service	

Notes:

E



ANNEXURES



Annexure A: Legislative mandates

In the main, the national and provincial policies and strategies described below guide the Western Cape Mobility Department, including GMT, in the discharge of its responsibilities.

FUNCTION	LEGISLATION
Transport	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.
	National Land Transport Amendment Act, 2023 (Act 23 of 2023) To amend the National Land Transport Act, 2009, to insert certain definitions and amend others; to provide for non-motorised and accessible transport; to bring the Act up to date with developments since the implementation of the Act; to provide for certain powers of provinces to conclude contracts for public transport services; to expand the powers of the Minister to make regulations and introduce safety measures; to amend other transport-related legislation to bring it in line with the Act; to clarify or simplify various provisions or solve problems that have arisen since the implementation of the Act and to provide for matters connected therewith.
	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: - 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.
	National Road Traffic Act, 1996 (Act 93 of 1996) The Department, with the Member of the Executive Council [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 Department is responsible for the management of events that take place on public roads. The Act 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.
	Road Safety Act, 1972 (Act 9 of 1972) Aims to promote road safety through determining the powers and functions of the Minister and Director General of the Department of Transport.
	Road Traffic Act, 1989 (Act 29 of 1989) Promotes and regulates road safety.
	Road Traffic Management Corporation Act, 1999 (Act 20 of 1999) (RTMC) 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.
	Road Transportation Act, 1977 (Act 74 of 1977) Provides for the control of certain forms of road transportation and related matters.
	Western Cape Provincial Road Traffic Administration Act, 2012 (Act 6 of 2012) Regulates certain road traffic matters in the province.
	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.

FUNCTION	LEGISLATION
Transversal	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 Department's head office.
	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.
	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.
	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.
	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.
	Criminal Procedure Act, 1977 (Act 51 of 1977) Makes provision for procedures and related matters in criminal proceedings.
	Division of Revenue Act 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.
	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.
	Firearms Control Act, 2000 (Act 60 of 2000) Establishes a comprehensive, effective system of firearms control and related matters.
	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.

FUNCTION	LEGISLATION
	Labour Relations Act, 1995 (Act 66 of 1995) Enables the Department 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.
	Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) Provides 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.
	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.
	Occupational Health and Safety Act, 1993 (Act 85 of 1993) Requires the Department of Infrastructure, 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.
	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.
	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.
	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.
	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.

FUNCTION	LEGISLATION
	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.
	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.
	Public Audit Act, 2004 (Act 25 of 2004) Establishes and assigns functions to the Auditor-General of South Africa (AGSA); provides for the auditing of institutions in the public sector; enables AGSA to refer suspected material irregularities arising from an audit to a relevant public body for investigation; empowers AGSA to take appropriate remedial action, to issue a certificate of debt where an accounting officer failed to recover losses from a responsible person, and to instruct the relevant executive authority to collect debt.
	Public Finance Management Act, 1999 (Act 1 of 1999) Supports transparency, accountability, and sound management of the revenue, expenditure, assets, and liabilities of the Department.
	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.
	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.
	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 National Qualifications Framework. As the lead employer, the Department 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, the Department of Infrastructure implements learnership and skills development programmes to participants in artisan-related fields.
	Radio Act, 1952 (Act 3 of 1952) Controls radio activities and related matters.
	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.
	Western Cape Land Use Planning Ordinance Amendment Act, 2009 (Act 1 of 2009) Regulates land use planning in the Western Cape and related matters.
	Western Cape Procurement (Business Interests of Employees) Act, 2010 (Act 8 of 2010) Restricts the business interests of employees of the Western Cape Government and of provincial public entities, as well as members of controlling bodies of such entities, in entities conducting business with the WCG and provincial public entities. The Act provides for the disclosure of such interests and for incidental matters.

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 Western Cape Mobility Department, 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: - 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, 2016–2030 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 Access Guidelines Provides guidelines to assist practising engineers and planners, as well as property developers, to develop acceptable road access standards.
	Road Infrastructure Strategic Framework for South Africa Provides guidelines for the redefinition of the South African road network; and assists roads authorities to reclassify existing road networks.
	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.
	Western Cape Policy Statement on Transport for Special Needs Passengers, 2009 Places certain responsibilities on the Department to: - 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.

FUNCTION	POLICIES
Transversal	National Development Plan 2030: Our Future: Make it Work 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.
	Revised Framework for Strategic Plans and Annual Performance Plans 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.
	Budget Prioritization Framework 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.
	Provincial Strategic Plan, 2025–2030 Defines overarching priorities and strategic direction for the Western Cape Government, providing a framework for integrated and coordinates action across departments over the medium term. It establishes high-level outcomes to achieve shared, people-centric development, guiding departmental and portfolio-level planning. These priorities 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.
	Framework for Managing Programme Performance Information (FMPPi) 2007 The aims of the FMPPi are to: • 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.
	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.
	National Treasury Asset Management Framework v3.3, 2003 Provides broad guidelines for asset management.
	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 municipality's Integrated Development Plan.
	South African Statistical Quality Assessment Framework 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.
	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.
	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.
	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.

FUNCTION	POLICIES
	Corporate Governance of ICT Policy Framework v2 (CGICTPF v2) The Public Service Corporate Governance of ICT Policy Framework version 2 aims to guide departments in implementing corporate governance of ICT within their areas of accountability and responsibility. Leadership is expected to provide the essential business-enabling policies, frameworks, plans, structures, and other relevant resources to support this implementation.
	Determination and Directive on the implementation of Public Service Corporate Governance of ICT Policy Framework (CGICTPF) v2 Aims to provide norms and standards to implement the revised Public Service CGICT Policy Framework.
	WCG CGICT Policy Framework 2024/25 – 2028/29 In line with the purpose and objectives of the National CGICTPF, the purpose of the WCG CGIT Policy is to guide CGIT in the WCG, transversally and in each of the provincial departments.
	National Knowledge Management Strategy Framework The objective of this framework is to create, store, share and use information tactfully.
	Determination and Directive on the Implementation of Knowledge and Data Management in the Public Service Aims to provide direction on institutionalising and standardising the implementation of Knowledge Management (KM) to attain at a minimum level 2 (Initiation Phase) of maturity supported by Phase 1 foundational Data Management knowledge areas in the Public Service.
	Western Cape Governance Policy Framework, March 2024 Outlines the Western Cape Government's Data Governance Policy Framework, detailing principles, structures, and practices for effective data management and governance.

Annexure C: GMT client institutions

CLIENT INSTITUTIONS AS AT 31 JANUARY 2025
Cape Nature
Department of Agriculture (Western Cape)
Department of Cooperative Governance and Traditional Affairs
Department of Cultural Affairs and Sport
Department of Economic Development and Tourism
Department of Environmental Affairs and Development Planning
Department of Forestry, Fisheries and the Environment ("FFE")
Department of Health and Wellness (Western Cape)
Department of Home Affairs
Department of Infrastructure
Department of International Relations and Cooperation
Department of Justice and Constitutional Development
Department of Local Government
Department of Police Oversight and Community Safety
Department of Rural Development and Land Reform
Department of Social Development
Department of the Premier
National Parliament
National Prosecuting Authority
Office of the Chief Justice
Provincial Treasury
Public Service Commission
South African National Defence Force
Western Cape Education Department
Western Cape Liquor Authority
Western Cape Mobility Department
Western Cape Provincial Parliament

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