



Western Cape
Government

FOR YOU

Mobility

GOVERNMENT MOTOR TRANSPORT

ANNUAL PERFORMANCE PLAN 2026/27



PR: 390/2025

ISBN number: 978-1-83491-428-2

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Management Support Services

Government Motor Transport

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 Annual Performance Plan 2026/27 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 Jaarlikse Prestasieplan 2026/27 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 lokuncitshiswa kokusetyenziswa kwamaphepha nophuculo lolawulo lovimba wobuxhakaxhaka bekhompyutha, inani leekopi eziprintiweyo zeSicwangciso sokuSebenza soNyaka sika-2026/27 liza kuncitshiswa.

Executive Authority statement

Government Motor Transport (GMT) operates as a trading entity under the Western Cape Mobility Department. I am proud to present this Annual Performance Plan (APP) for the 2026/27 financial year, marking the second year of implementation under our new five-year Strategic Plan (2025–2030).

Following the decision of the National Cabinet, at its sitting of 3 September 2025, to institutionalise the former Integrated Public Service Month (IPSM) into a continuous, year-round Integrated Public Sector (IPS) Focus Program, the Director-General has approved the Western Cape Government (WCG) Provincial Implementation Framework for this Program. I have instructed the Mobility Department and GMT to comply with this instruction and implement practical interventions aligned to the following five IPS Outcome Areas into their Annual Performance Plans (APPs), budgets, and operational plans beginning with the 2026/27 cycle:

1. Executive Visibility and Responsiveness;
2. Professional and Ethical Conduct;
3. Resident Feedback Systems;
4. Resident Co-Creation and Participation; and
5. Integrated Service Access.

Government Motor Transport operates in an environment that has changed significantly since its mandate was first established. Over time, the scale and complexity of government mobility requirements have increased, alongside growing expectations for efficiency, sustainability and innovation in the delivery of public services.

Mobility is no longer defined solely by vehicles and fleets, but by integrated systems that connect people, services, technology and energy in support of economic growth and social inclusion. In this context, it is essential that public institutions remain forward-looking and responsive to change.

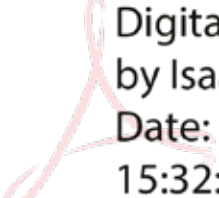
To this end, GMT is actively examining emerging global and local mobility trends and developing future mobility scenarios for 2030, 2040 and 2050. This work will guide the evolution of public-sector mobility in the Western Cape, ensuring that government is well positioned to deliver reliable, sustainable and inclusive mobility solutions that support service delivery, economic opportunity and long-term resilience.

GMT continues to operate in a complex and evolving environment shaped by global economic pressures, technological disruption, and the urgent need for climate-responsive infrastructure. In response, GMT has adopted a futures-oriented strategy that integrates global mobility trends, digital transformation, and institutional innovation. Key priorities for the year ahead include the continued rollout of New Energy Vehicles (NEVs), the development of charging infrastructure in collaboration with the Department of Infrastructure, and the enhancement of GMT's Mobility Technology Ecosystem to support real-time data visibility and operational agility. These initiatives are underpinned by a strong governance framework and a commitment to fiscal discipline, ensuring that GMT remains a reliable and accountable service provider.

The 2026/27 APP outlines GMT's strategic workstreams, which include the refinement of its business model toward Mobility-as-a-Service (MaaS), the expansion of regional hubs to improve client access, and the strengthening of internal performance systems. The entity's Massive Transformative Purpose "Innovative mobility solutions to co-create a better life for all" serves as a guiding vision for all its initiatives, ensuring that GMT's operations contribute meaningfully to the wellbeing of citizens and effective service delivery, in accordance with the values adopted by the Western Cape Government.

We are prioritising organisational redesign to ensure GMT is fit-for-purpose, with a strong emphasis on workforce development, youth empowerment, and employee wellness. These efforts are essential to building a capable and ethical public service that can meet the challenges of the future.

GMT continues to uphold its reputation for excellence, and I wish to acknowledge the dedication and professionalism of GMT's management and staff. Their efforts have once again resulted in achieving an unqualified audit outcome for the thirteenth consecutive year as per the last audited financial year 2024/25. This achievement reflects our dedication to sound governance, financial integrity, and operational efficiency. I also wish to extend my gratitude to our client institutions for their continued trust and collaboration. As Executive Authority, I fully endorse this APP and commit to providing the necessary oversight and support to ensure its successful implementation. Together, we will continue to build a resilient, inclusive, and sustainable mobility ecosystem for the Western Cape.

**Isaac
Sileku**  Digitally signed
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ISAAC MBULELO SILEKU

EXECUTIVE AUTHORITY

WESTERN CAPE MOBILITY DEPARTMENT

DATE: 6 MARCH 2026

Accounting Officer statement

This Annual Performance Plan (APP) for 2026/27 reflects the Government Motor Transport (GMT) Trading Entity's strategic intent to deliver efficient, sustainable, and responsive mobility services to the Western Cape Government and its national clients. It is aligned with the GMT Strategic Plan 2025–2030 and supports the Western Cape Government's Provincial Strategic Priorities in achieving the broader national development agenda, as articulated in the National Development Plan (NDP) and the Medium-Term Development Plan (MTDP). These frameworks guide GMT's role as a strategic enabler in the province's evolving mobility landscape. Our key strategic priorities are:

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

Added to this is the integration of the IPS priorities into the provincial service delivery, governance, and monitoring systems in line with the Batho Pele Revitalisation Agenda, the Batho Pele Impact Assessment Network (BPIAN) Framework, and the Service Delivery Improvement and Monitoring System (SDIMS) currently under development by the DPSA and approved at National Cabinet. IPS priorities seek to cultivate a responsive, ethical, and professional public service that places residents at the centre of government performance.

Government Motor Transport (GMT) contributes to the Integrated Public Sector (IPS) Focus Programme through its role as a service delivery enabler to client institutions, supporting public service delivery through reliable and responsive fleet services.

Over the past financial year, GMT has successfully launched the second year of GMT's 2025–2030 Strategic Plan, establishing a clear roadmap for fleet modernisation, digital transformation, and service excellence. The procurement of new-generation vehicles, replacing ageing units to enhance reliability and reduce maintenance costs, together with the introduction of low-emission, fuel-efficient models in support of environmental sustainability goals, are well underway.

Our digital transformation has gained traction, with improved fleet telematics systems rolled out to monitor fuel usage, driver behaviour, and vehicle performance. A digital maintenance tracking platform has also been piloted to improve asset management and reduce downtime. Measurable improvements in vehicle turnaround times and service availability have been achieved through enhanced scheduling and dispatch protocols, resulting in better resource utilisation and reduced delays, adding to improved operational efficiency. The continued development of the Mobility Technology Ecosystem will enable real-time data visibility, improved decision support, and strengthened cost-control mechanisms across fleet, finance, and ICT systems. GMT will also focus on optimising its rental pool function to support flexible and responsive government mobility, with enhancements to vehicle utilisation, turnaround times, and digital client interfaces. Infrastructure investment will continue, with upgrades to GMT's facilities aimed at improving workflow, energy efficiency, and long-term sustainability. These initiatives are supported by a robust governance framework that prioritises risk management, fiscal discipline, and compliance with Treasury guidelines.

GMT's performance culture is underpinned by five institutional enablers: thought leadership, collaboration, service delivery excellence, open innovation, and the scaling of successful solutions. These enablers ensure GMT remains adaptable, forward-thinking, and client focused. The organisation will continue investing in digital tools, technical skills, and infrastructure upgrades to support long-term sustainability and energy resilience. Risk management and fiscal discipline will remain central to GMT's operations, with a focus on proactive controls, responsible management of client funds, and compliance with Treasury guidelines.

The mandate under which Government Motor Transport operates was defined more than two decades ago and has served the organisation during a period of significant growth and operational expansion. Since that time, the nature of government mobility requirements has evolved substantially, with increasing demand for specialised assets, advanced technologies and more integrated service delivery models.

Concurrently, mobility is being reshaped by broader systemic changes, including digitalisation, energy transition and new approaches to shared and multimodal transport. These developments require a shift from traditional fleet management to a more integrated, forward-looking approach to mobility planning, governance and delivery.

In response, GMT is undertaking structured research into the future mobility ecosystem, informed by global best practice and local conditions. The insights derived from this process are informing a review of GMT's mandate, operating model and capability requirements, ensuring that the organisation remains fit for purpose and able to support the strategic objectives of the Western Cape Government in a rapidly changing mobility landscape.

This APP outlines GMT's readiness to meet its strategic objectives while maintaining governance integrity and operational excellence. I am confident that the priorities and activities set out herein will enable GMT to deliver measurable impact, support provincial mobility goals, and uphold its reputation as a trusted and innovative service provider.

I wish to extend my sincere thanks to our client institutions for their continued trust and to the GMT team for their dedication, innovation, and resilience. Together, we will continue to drive mobility transformation that improves lives and strengthens service delivery across the province.



DEIDRE RIBBONAAR

ACTING ACCOUNTING OFFICER

WESTERN CAPE MOBILITY DEPARTMENT

DATE: 04/03/2026

Official sign-off

It is hereby certified that this Annual Performance Plan 2026/27:

1. Was developed by the management of Government Motor Transport under the leadership of the Executive Authority, Mr Isaac Mbulelo Sileku;
2. Takes into account all relevant policies, legislation and other mandates for which Government Motor Transport is responsible;
3. Accurately reflects the performance targets which Government Motor Transport (residing as a trading entity under the Western Cape Mobility Department) will endeavour to achieve within the resources made available in the Budget Estimates of Provincial Revenue and Expenditure for Vote 8: Mobility; and
4. Is in line with GMT's Strategic Plan 2025–2030.



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EXECUTIVE AUTHORITY

WESTERN CAPE MOBILITY DEPARTMENT

DATE: 6 MARCH 2026

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Acronyms and abbreviations

4IR	Fourth Industrial Revolution
AARTO	Administrative Adjudication of Road Traffic Offences Act, 1998
AGSA	Auditor-General of South Africa
AI	Artificial Intelligence
AOP	Annual Operational Plan
APP	Annual Performance Plan
AU	African Union
BPIAN	Batho Pele Impact Assessment Network
BBBEE	Broad-based black economic empowerment
BER	The Bureau for Economic Research
c/l	Cents per litre
CeI	Centre of e-Innovation
CGICT	Corporate Governance of Information and Communication Technology
CGICTPF	Corporate Governance of ICT Policy Framework
CITP	Comprehensive Integrated Transport Plan
CO2	Carbon dioxide
CoCT	City of Cape Town
CPI	Consumer Price Index
DaaS	Drone as a Service
DoI	Department of Infrastructure
DoP	Department of the Premier
DPSA	Department of Public Service Administration
EHW	Employee Health and Wellness
EHWSF	Employee Health and Wellness Strategic Framework
EPWP	Expanded Public Works Programme
ERP	Enterprise Resource Planning
EV	Electric vehicle
FFE	Department of Forestry, Fisheries and the Environment
FMPPi	Framework for Managing Programme Performance Information
G4J	Growth for Jobs
GABS	Golden Arrow Bus Services
GDP	Gross domestic product
GMT	Government Motor Transport Trading Entity
GNU	Government of National Unity
HIV	Human Immunodeficiency Virus
ICE	Internal combustion engine
ICG	Innovation, Culture and Governance
ICT	Information and Communication Technology
IoT	Internet of Things
IPS	Integrated Public Sector
ITP	Integrated Transport Plans
ITS	Integrated Transport System
IVT	In-vehicle technology
JDMA	Joint District and Metro Approach
MIBC	Motor Industry Bargaining Council
MaaS	Mobility as a Service

MSaaS	Mobility Solutions as a Service
MSS	GMT Management Support Services
MTCO2e	Metric tons of carbon dioxide equivalent
MTP	Massive Transformative Purpose
MTSF	Medium-Term Strategic Framework
MTDP	Medium-Term Development Plan
NAAMSA	National Association of Automobile Manufacturers of South Africa
NDOT	National Department of Transport
NDP	National Development Plan
NEV	New Energy Vehicles
NGO	Non-governmental organisations
OEM	Original equipment manufacturer
PAIA	Promotion of Access to Information Act, 2000
PAJA	Promotion of Administrative Justice Act, 2000
PLTF	Provincial Land Transport Framework
POE	Portfolio of Evidence
PPPFA	Preferential Procurement Policy Framework Act
PRASA	Passenger Rail Agency of South Africa
PRTMCC	Provincial Road Traffic Management Coordinating Committee
PSDF	Provincial Spatial Development Framework
PSIP	Provincial Strategic Implementation Plan
PSP	Provincial Strategic Plan
QWL	Quality of Work Life
R&D	Research and Development
RTMC	Road Traffic Management Corporation
SA	South Africa
SARB	South African Reserve Bank
SCM	Supply Chain Management
SDGs	Sustainable Development Goals
SHERQ	Safety, Health, Environment, Risk and Quality
SDIMS	Service Delivery Improvement and Monitoring System
SMART	S pecific, M easurable, A chievable, R ealistic, and T ime-bound
SMME	Small, Medium and Micro Enterprises
SONA	State of the Nation Address
SOPA	State of the Province Address
STI	Sexually Transmitted Infections
TB	Tuberculosis
UAV	Unmanned Aerial Vehicle
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar
WCCCRS	Western Cape's Climate Change Response Strategy 2050
WCG	Western Cape Government
WCMD	Western Cape Mobility Department

PART A

OUR MANDATE



Part A: Our mandate

1. Updates to the legislative and policy mandate

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

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

In terms of Schedule 4, Part A of the Constitution, read with other legislation, the Department is concurrently responsible for the following functional areas of legislative competence:

- Public transport (the concurrent national department is the National Department of Transport – NDOT);
- Vehicle licensing (the concurrent national department is NDOT); and
- Road transport and traffic regulation.

In terms of Schedule 5, Part A of the Constitution read with other legislation, the Mobility Department is exclusively responsible for the following functional area of legislative competence:

- Provincial traffic management.

The entity is also guided by the Constitution of the Western Cape, 1997, in carrying out the functional areas allocated to provinces in terms of Schedules 4 and 5 of the Constitution.

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

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

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

1.1. Multi-level Governance Framework

GMT, as an entity of the Western Cape Mobility Department, is guided by multi-level legislation and policies. The legislation and policies include:

- International and continental policy context:
 - United Nations' Sustainable Development Goals
 - United Nations Framework Convention on Climate Change
 - The African Union Agenda 2063

- National policy context:
 - National Development Plan: Vision 2030
 - 2024 – 2029 Medium-Term Development Plan
 - National Land Transport Strategic Framework
 - Employee Health and Wellness Strategic Framework 2023
 - Integrated Public Sector (IPS) Focus Program
 - Batho Pele Revitalisation Agenda
 - Batho Pele Impact Assessment Network (BPIAN) Framework
- Provincial policy context
 - OneCape2040
 - Western Cape Provincial Strategic Plan 2025-2030
 - Western Cape Infrastructure Framework 2050
 - Western Cape's Climate Change Response Strategy (WCCCRS) 2050
 - Western Cape Government (WCG) Provincial Implementation Framework for IPS

WCMD Linkages

- Strategic Alignment to WCMD Outcomes (2025–2030)

GMT supports the following Western Cape Mobility Department outcomes:

- **Outcome 1:** A better and dignified transport system
- **Outcome 2:** A freight system that is efficient, reliable and cost effective (*indirect contribution through fleet governance and operational reliability*)
- **Outcome 3:** Coherent regulation of the mobility sector
- **Outcome 4:** Enhanced safety for road users
- Policy and Planning Instruments
 - Provincial Land Transport Framework
 - Provincial Spatial Development Framework

GMT's mandate is aligned with the strategic direction of the Western Cape Mobility Department (WCMD) as the oversight department. In supporting the Provincial Strategic Plan (PSP) 2025–2030, GMT contributes to transversal governance, digital enablement and integrated mobility management across provincial institutions.

Through its fleet governance framework, technology-enabled oversight systems, and institutional partnerships, GMT advances the department's objectives relating to safety, operational efficiency, fiscal sustainability and service delivery enablement.

Where applicable, GMT supports the WCMD innovation and digital enablement agenda through the integration of in-vehicle technology (IVT), fleet performance analytics and lifecycle optimisation strategies.

- Local government interface
 - The Joint District and Metro Approach
- Ministerial priorities
- Departmental policies and strategy initiatives

Dealing with this extensive body of legislation and policy, the process of mapping how GMT derives its mandate from multiple levels of regulation is complex. Furthermore, certain legislation, policies, specific focus areas, or the outcomes of these legislation and policies are more relevant to the specific mission and context of GMT.

The current GMT mandate requires a comprehensive update, as the formal mandate was established more than two decades ago and no longer fully reflects the scale, complexity and strategic role of the organisation today. Since the mandate was last defined, GMT has expanded significantly not only in terms of fleet size, but also in the diversity, sophistication and specialisation of the vehicles under its management. This evolution has been driven by the changing and increasingly complex operational requirements of client institutions across government.

A critical trend influencing the need for mandate reform is the shift from a traditional vehicle-centric model toward broader, integrated mobility requirements. These requirements extend beyond vehicle ownership and allocation to encompass new mobility models, multimodal solutions and the seamless integration of advanced technologies, digital platforms, connected devices and next-generation vehicle systems. Mobility is increasingly understood as a system rather than a collection of assets, requiring coordination across modes, technologies and service providers.

In response to these developments, GMT is undertaking extensive research into global and local trends shaping the future mobility ecosystem. This work is intended to ensure that the organisation is strategically prepared to design, test and deliver innovative mobility solutions that remain relevant over the long term.

The table below summarises the legislative and policy landscape within which GMT operates.

Table 1: GMT Legislative and Policy Mandates

GMT Legislative and Policy Mandates		
Applicable Legislative and Policy Priorities	GMT Mandate: Relevant Legislation and Policy	GMT's Contribution / Support
Clean Energy/ Sustainability and Environmental Considerations/ Climate Action	SDG 7; SDG 11; SDG 13; NDP; WCCCRS; G4J, Ministerial Priorities; Department Policy & Strategy Initiatives	Transitioning to cleaner and more sustainable energy sources for their vehicles. This may involve adopting electric or hybrid vehicles, promoting fuel efficiency, and reducing emissions, which align with the goal of clean energy.
		Efficient and sustainable fleet management contributes to safer, cleaner, and more sustainable cities. Proper fleet management can help reduce congestion, improve air quality, and enhance overall urban mobility.
		Reducing greenhouse gas emissions from government fleets is a direct contribution to addressing climate change. Fleet managers can work to reduce fuel consumption, promote cleaner technologies, and implement fuel-efficient driving practices to support this priority.
Economic Growth/ Responsible Consumption and Production	NDP; SDG 12; G4J; PSDF	Efficient and cost-effective fleet management practices can contribute to economic growth by reducing operational expenses. By optimising fuel consumption, maintenance costs, and vehicle utilisation, GMT can free up resources for other development initiatives.
		GMT has started to establish regional vehicle pools to improve current and future client access to its services.

Innovation, Culture, and Governance	Ministerial Priorities; WCG CGICT; G4J; Department Policy & Strategy Initiatives, IPS	By leveraging innovation and technology, GMT drives improvements in the mobility eco-system that will harness broader societal and economic value through co-creation with its client institutions.
		Through inculcating a culture of innovation and continual service delivery improvement, GMT will continue to support innovation, culture, and governance.
Safety	Department Policy & Strategy Initiatives	Through its provision of innovative mobility solutions and in-vehicle technology (IVT) in the traffic and transport enforcement arena, GMT contributes towards safety and cohesive communities.
Access to Services	NDP, IPS	GMT's vehicles are often used to deliver essential services to communities. Ensuring efficient and reliable access to these services, such as healthcare or education, aligns with the NDP's goals of improving access to services for all citizens.
Education and Training / Empowering People	NDP; Educated, Healthy and Caring Society; G4J	The NDP emphasises education and skills development. GMT can invest in training programmes for their staff to improve their skills, which can lead to more efficient fleet operations and contribute to the development of human capital.
		GMT empowers people through its provision of, inter alia, ambulances, forensic pathology vehicles, mobile libraries and learner transport vehicles and other mobility solutions.
Public Accountability	NDP, IPS	GMT ensures transparency and accountability in fleet operations by implementing robust tracking and reporting systems.

1.2. 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 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, 11, and 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 particular 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 of 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 to pursue efforts to limit it to 1.5°C. It also aims to strengthen countries' ability to address the impacts of climate change and to support 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, including electricity generated from solar and wind sources.

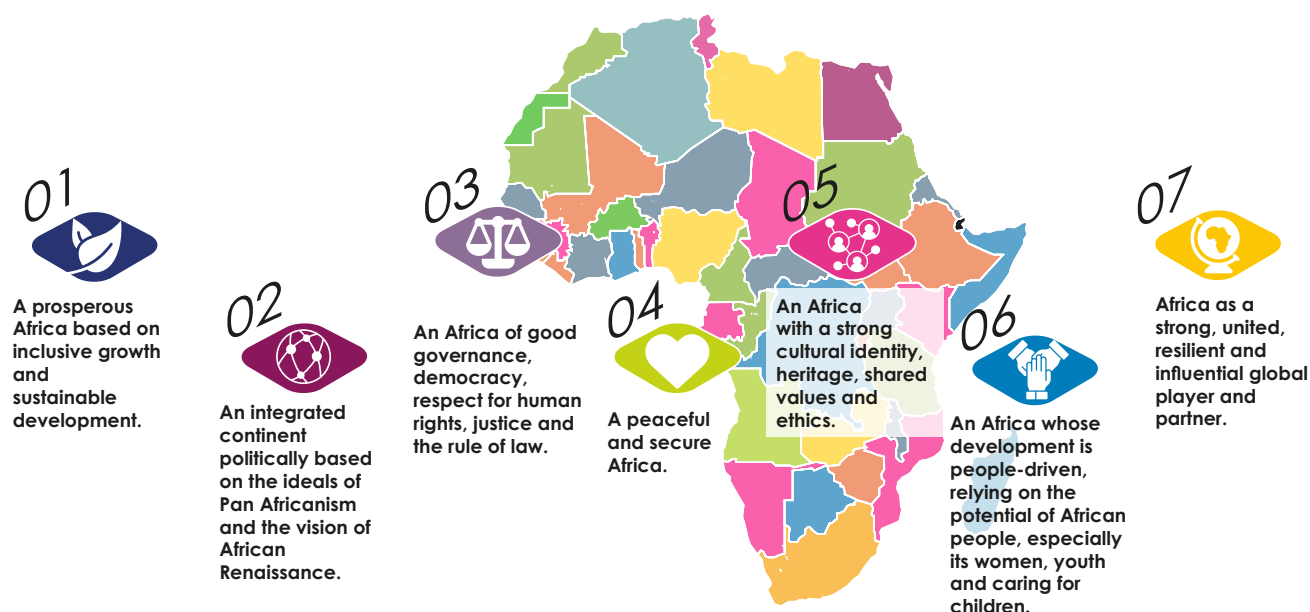
The Department supports the Western Cape's Climate Change Response Strategy (WCCCRS) 2050 as well as its Climate Action Pathway. The strategy provides for the shift from internal combustion engines (ICE) to new energy vehicles (NEV's) and the shift from fossil fuel-based energy to renewable energy sources. The WCCCRS has a Climate Action Pathway that outlines actions or milestones towards achieving Vision 2050. Government Motor Transport is responding through a phased fleet transition guided by approved internal strategies and implementation plans, with specific targets and timelines addressed through departmental planning and annual performance instruments.

The Department and GMT are actively collaborating with stakeholders, including the City of Cape Town (CoCT), academic institutions, and the private sector, as they implement strategies to reduce carbon emissions across 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



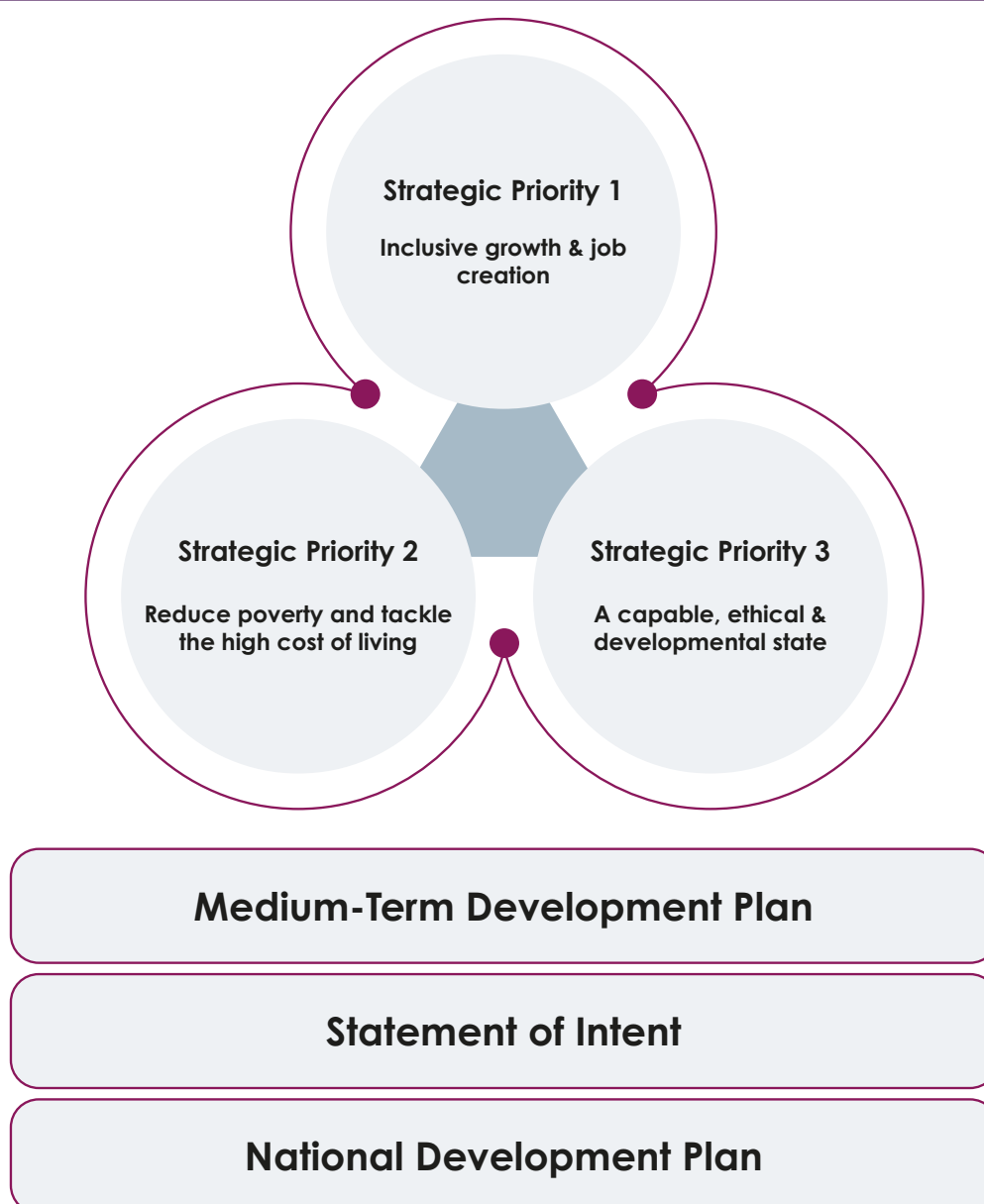
Source: <https://au.int/en/agenda2063/aspirations>

1.3. 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 represented 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 and will primarily be framed as an economic plan to address SA'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, and to MTDP 3: Building a capable, ethical and developmental state through its mandate to ensure road safety, law enforcement, and the regulation of transport services.

Overview of the MTDP 2024-2029

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

The MTDP replaces the 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 programmes, 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.

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 comparisons of local and international best practices, a literature review, and new developments in the field of employee health and wellness, the framework was 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 infections (STIs), mental health, chronic diseases, the post Covid-19 impacts, 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 (QWL)

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

Occupational Health

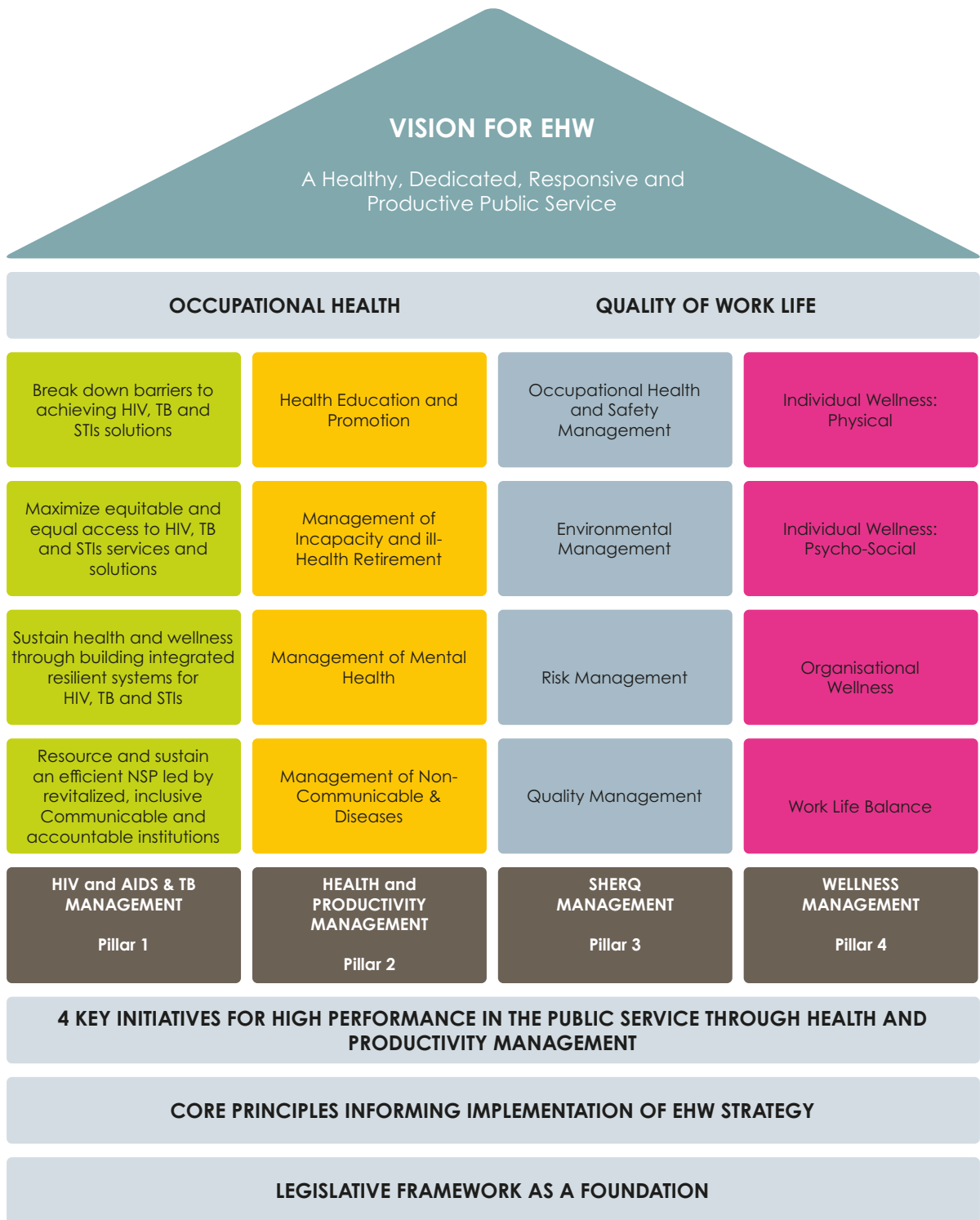
- **Pillar 3:** Safety, Health, Environment, Risk and Quality (SHERQ) Management
- **Pillar 4:** HIV and Aids & TB Management

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 Policies, aiming to address the implementation of the four national EHW policies.

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

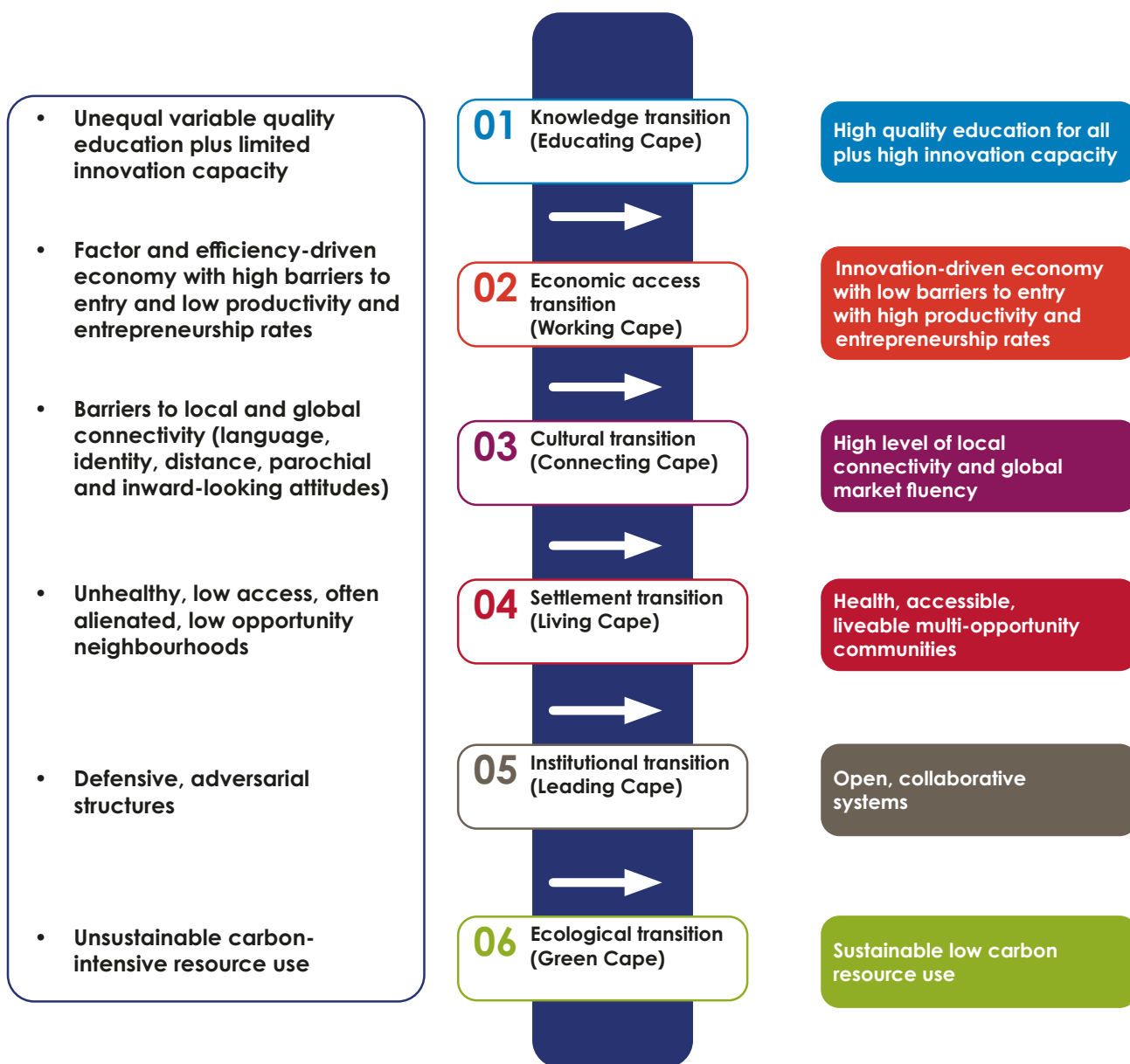
1.4. Provincial policy context

GMT's programmes and strategies are aligned with the 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: One Cape 2040 transitions



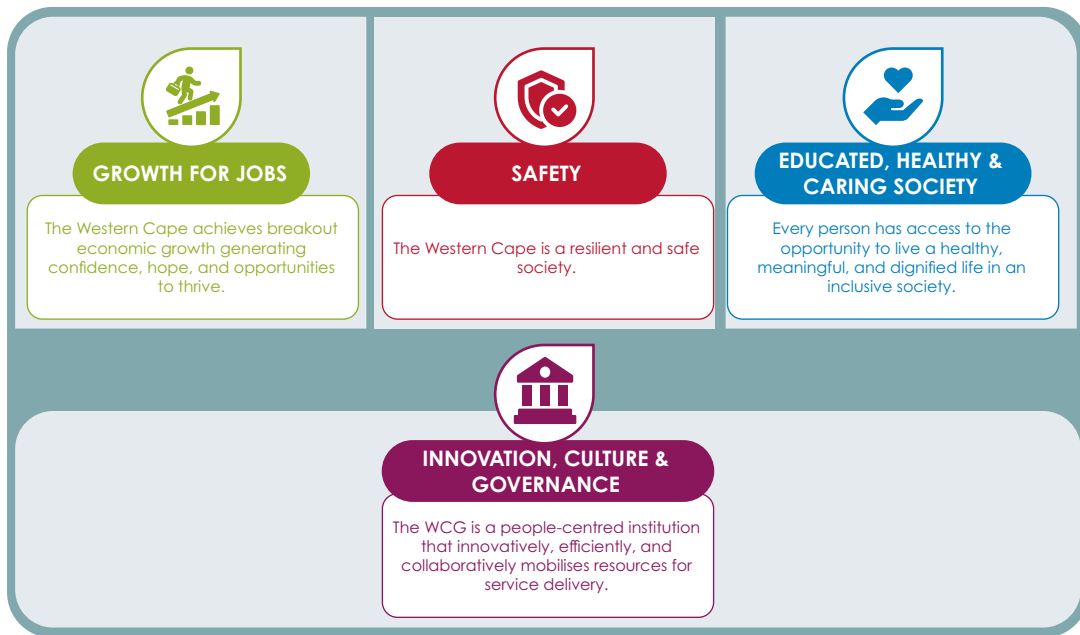
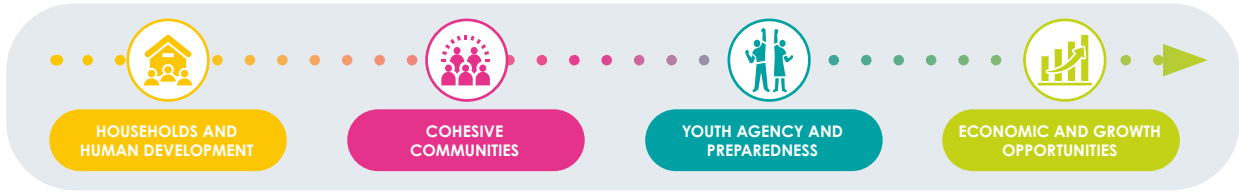
Source: Western Cape Government

Provincial Strategic Plan 2025–2030

The Provincial Strategic Plan 2025-2030 sets out the Western Cape Government's 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

HELPING BUSINESSES GROW AND CREATE JOBS EQUIPPING YOU TO GET THOSE JOBS



Provincial Portfolios

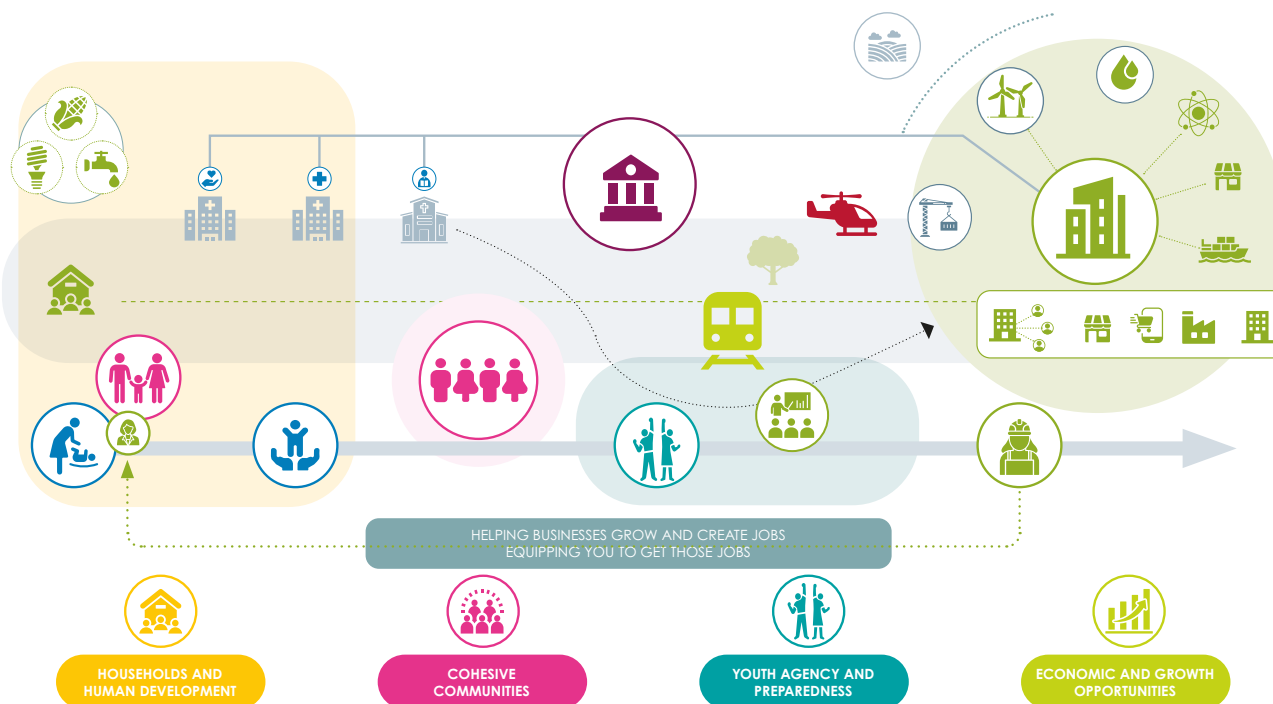
The implementation of the PSP is driven by four Provincial portfolios. The portfolios are clusters of Departments that provide strategic direction and coordinate efforts to implement programmes aligned with the Western Cape Government's key priorities. These priorities span economic, safety, social,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

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
<ul style="list-style-type: none"> • Driving growth opportunities through investment • Energy resilience and transition to net zero carbon • Technology and innovation • Infrastructure and the connected economy 	<ul style="list-style-type: none"> • Effective and responsive law enforcement 	<ul style="list-style-type: none"> • Improved spatial transformation and social infrastructure 	<ul style="list-style-type: none"> • Innovation • Integration and collaboration • Culture and people-centric delivery • Ease of doing government • Futures thinking and evidence-informed decision-making
INTEGRATED IMPACT			
<p>Through the above focus areas, GMT contributes to the below integrated impact areas:</p> <ul style="list-style-type: none"> • Economic and growth opportunities • Resource resilience • Service delivery enablers • Spatial Transformation, Infrastructure and Mobility • Cohesive Communities. 			

Contribution to Growth for Jobs priority

Through the implementation of its MTP, GMT will make direct and indirect contributions to driving job creation and economic opportunity by leveraging five focus areas: investment, infrastructure, exports, skilled work placements, and resource resilience.

The entity's contribution to this priority will include a measured reduction in the fleet's carbon footprint and the phased introduction of an ecosystem for electric and alternative-fuel vehicles.

- Opportunities for direct job creation and skills development will be prioritised by GMT, inter alia, through the Expanded Public Works Programme (EPWP), with a focus on women and youth, in operational areas such as the creation of a pool of drivers and general workers. In the Western Cape, the EPWP is managed by the Department of Infrastructure.
- GMT will explore all opportunities to support the development of small, medium and microenterprises (SMMEs) and their participation in downstream opportunities that can be created within the fleet management environment.
- In reviewing and possibly expanding its plans to establish regional, accessible vehicle pools, the entity will seek to contribute to job creation through infrastructure development via the DoI.
- GMT will look to partner with non-governmental organisations (NGOs) to take on interns, providing mentorship, work experience, and additional skills that may lead to future employment.

Contribution to Safety priority

GMT's Massive Transformative Purpose – 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.

Through its provision of innovative mobility solutions and in-vehicle technology (IVT) in the traffic and transport enforcement arena, the entity has made, and will continue to make, meaningful contributions towards achieving **Safe and Cohesive Communities**.

GMT's contribution towards enhanced capacity and effectiveness of policing and law enforcement will include the following:

- The introduction of in-vehicle technology and applications for both specialised and general vehicles in GMT's fleet to improve the safety of drivers as well as the people of the Western Cape; and
- The provision of fit-for-purpose vehicles with related technology and equipment for client institutions, such as Provincial Traffic, Emergency Medical Services and Health Net.

Educated, Healthy and Caring Society

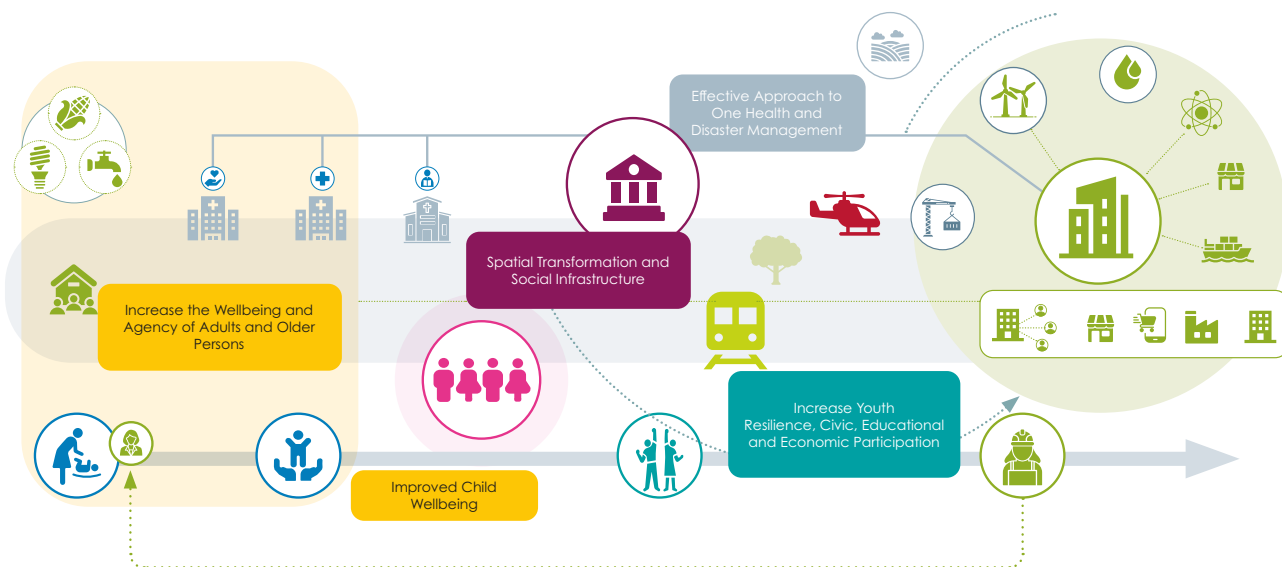
Through its provision of, inter alia, ambulances, forensic pathology vehicles, mobile libraries, learner transport vehicles and solutions, GMT will continue to make a meaningful contribution towards empowering people and their wellbeing.

GMT embarked on the following initiatives with client institutions to help co-create an environment of enhanced wellbeing and respect for human dignity and human rights:

- The introduction of safety and security measures in specialised vehicles, such as ambulances, to ensure the safety, wellbeing and dignity of first responders and the citizens who are transported in such vehicles;
- The installation of telematic devices which provide real-time vehicle tracking and tracking of driver behaviour; and
- Through vehicle tracking and IVT, assisting the Mobility Department to improve public safety by improving driver behaviour and creating on-board visibility through the installation of cameras to identify any potential risks to Golden Arrow Bus Services (GABS) buses, their drivers and passengers.

The below illustration highlights the Educated, Healthy, and Caring Society focus areas and their corresponding medium- to long-term outcomes in an abridged format. It maps these focus areas within the service-delivery environment, demonstrating how the Educated, Healthy, and Caring Society Portfolio aims to deliver integrated, impactful benefits to people and businesses across the Western Cape.

Figure 6: PSP 2025-2030 Educated, Healthy and Caring Society delivery results



Source: Western Cape Government Provincial Strategic Plan for 2025-2030.

Innovation, Culture and Governance

The WCG provincial strategic plan motivates that the Innovation, Culture and Governance (ICG) portfolio drives the optimisation of internal operations within the Western Cape Government to enhance service delivery. The intent is that it should achieve this by focusing on the implementation of five strategic enablers (see figure below) that support both the department's internal and external ICT delivery portfolios.

Figure 7: ICG's five Strategic Enablers



Source: Western Cape Provincial Strategic Plan (PSP) 2025-2030

The following five strategic enablers are highlighted as leading the path:

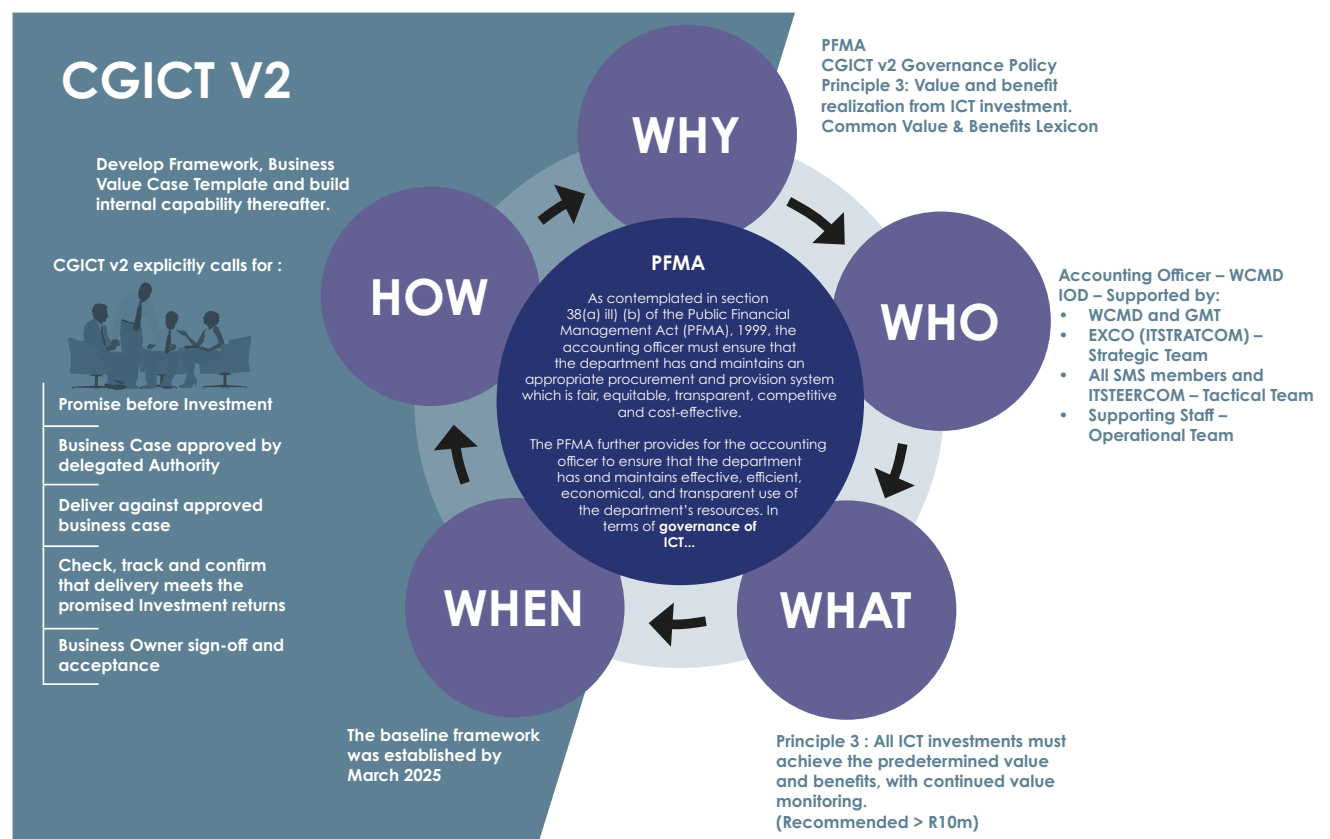
- Innovation;
- Integration and Collaboration;
- Culture and People-Centred Delivery;
- Futures Thinking & Evidence-Informed Decision-Making; and
- Ease-of-Doing-Government.

The WCMD intrinsically embraces these enablers and advocates that technology can uplift the Ease of Doing Government by enabling the Ease-of-Doing-Technology.

Value and Benefits Realisation from ICT Investment

Further to our aspiration to mobilise the WCG ICG Priority to drive impact from within, the department embarked on the Value and Benefits project to both drive internal financial efficiency in technology spending and ensure compliance with required governance. The WCMD adheres to the DPSA's Corporate Governance of ICT (CGICT) Policy Framework – Principle 3 Value and benefit realisation from ICT investment – All ICT investments must achieve the predetermined value and benefits. This Principle mandates that all strategic ICT initiatives must be supported by qualified business cases for investment estimated to be over R10m. This principle ensures that ICT projects are aligned with the department's strategic objectives and deliver measurable value. Qualified business cases provide a comprehensive analysis of the project's benefits, costs, risks, and alignment with strategic goals, ensuring that resources are allocated effectively and that projects are viable and sustainable. See the figure below for the CGICT v2 Principle requirements.

Figure 8: An Overview of the DPSA CGICT v2 Principle 3 requirements.



Source: DPSA's Corporate Governance of ICT (CGICT)

Mobility and spatial transformation are intrinsically linked to the realisation of a better society for all by their fundamental impact on a set of variables, namely:

- Reducing the distance between where people live, work and access services;
- The quality of the environments where people live, work and access services; and
- The safety of these environments.

GMT will continue to provide its client institutions with mobility solutions that aid them in responding to the challenges and opportunities arising from the Fourth Industrial Revolution (4IR), by fostering a culture of innovation and continual service delivery improvements, in support of this strategic priority.

By innovating and testing mobility solutions within its own fleet, GMT will strive to introduce technology and systems that also benefit its client institutions in fulfilling their respective mandates.

1.5. Local government interface review

Intergovernmental planning with the local sphere of government is crucial to the realisation of the WCG's strategic priorities, the broad strategies and policies outlined in the NDP, its five-year implementation plan, and the Medium-Term Development Plan.

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, such as the National Department of Transport (DoT), 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 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, has identified three urban spaces as current and future economic growth engines critically supported by joint regional planning and management. These functional regions are:

- The greater Cape Town region;
- The greater Saldanha region, and
- The Garden Route region.

GMT began establishing regional vehicle pools to improve current and future clients' access to its services. This process will continue in the financial year.

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 in order to improve citizen impact. It is characterised by a coordinated plan inside a specific geographical footprint, with a single support plan per district and appropriate levels of coordination by provincial district teams.

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

1. Citizen interface;
2. Climate change/water security;
3. Urbanisation and in-migration/population growth;
4. Infrastructure management; and
5. Waste management.

Each district has identified specific priorities that align with these planning priorities. GMT will play a supportive role in the implementation of municipal planning priorities, if approached in this regard, and if these are outlined in the Comprehensive Integrated Transport Plan (CITP) and the 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.

1.6. Ministerial priorities

The Executive Authority has committed the WCMD to constructive engagement with key stakeholders and partners towards achieving the following priorities for its 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 in order to improve the efficient movement of goods**
 - Logistics planning to support logistics hubs and private sector participation.
 - Coordination to improve port efficiency and facilitate rail revitalisation.
3. **Half 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 that supports, trusts, and succeeds.

GMT will assist in delivering successful outcomes against these priorities wherever possible.

1.7. Departmental policies and strategy initiatives

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

Figure 9: 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 of its client institutions as they strive to deliver their services to the citizens.

Source: Mobility Department, Annual Performance Plan 2025/2026

2. Updates to 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 its clients' ability to access the mobility solutions they need 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 the underlying interconnectedness of the various elements of South Africa'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 complemented 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-added services across government, in collaboration with the private sector and communities (citizens) as partners of the unfolding mobility landscape.

2.1. GMT's institutional strategy initiatives

The Government Motor Transport (GMT) continues to position itself as a strategic enabler of efficient, sustainable, and future-ready mobility solutions for the Western Cape Government. Building on its established strengths in fleet management, governance, and innovation, GMT's institutional strategy for 2025–2030 focuses on deepening operational excellence, aligning with provincial mobility priorities, and laying the groundwork for sustainable business growth.

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

- **Advancing strategic design and institutional alignment** by continuously refining GMT's organisational design, governance model, and performance frameworks to ensure coherence with the Provincial Strategic Priorities and the Mobility Department's vision for sustainable and inclusive transport.
- **Evolving GMT's business model** to reflect an integrated, future-ready structure capable of delivering mobility-as-a-service (MaaS) and platform-based fleet solutions, enabling greater responsiveness to changing government and client needs.
- **Focusing upon the core asset leasing and fleet management business** while expanding into adjacent mobility domains to strengthen service delivery and unlock new value streams across the public sector.
- **Progressing the transition to New Energy Vehicles (NEVs)** through defined, phased targets that balance affordability, sustainability, and operational readiness, anchoring GMT's role in decarbonising the Western Cape Government's fleet.
- **Establishing an enabling NEV charging infrastructure framework** in collaboration with key departments and municipalities to ensure that vehicle electrification is supported by reliable, cost-effective, and strategically located infrastructure.
- **Developing the mobility technology ecosystem**, including the integration of GMT's Information and Communication Technology (ICT) resources with its Enterprise Resource Planning (ERP) systems to support data-driven decision-making, fleet analytics, and digital client interfaces.

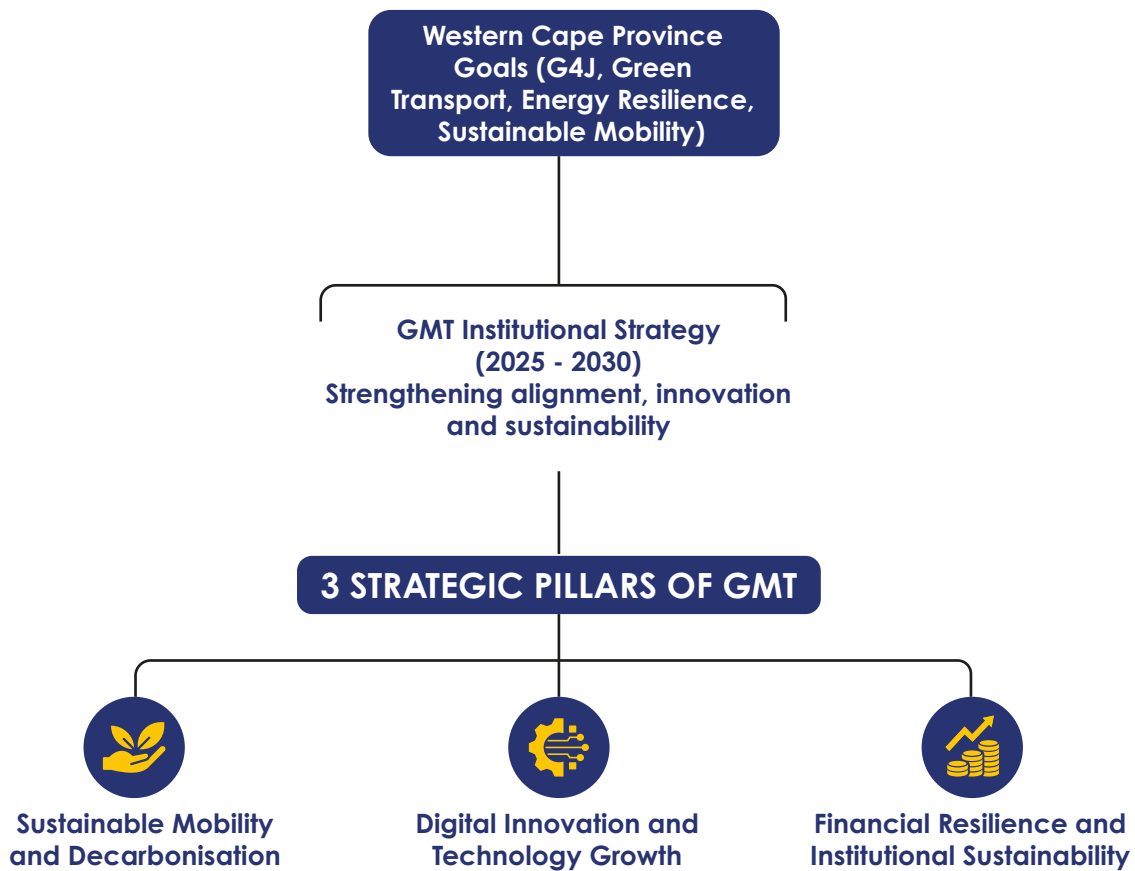
- **Defining the vehicle replacement requirement** across client departments to enhance lifecycle management, reduce maintenance costs, and improve fleet reliability while optimising asset renewal planning.
- **Expanding the GMT rental pool and mobility-on-demand services**, optimising asset utilisation, and providing flexible solutions that respond to the evolving operational needs of government departments.
- **Prioritising strategic infrastructure and accommodation investments** to ensure GMT's facilities, depots, and support services are aligned with future mobility requirements, energy resilience, and sustainable building principles.
- **Strengthening financial sustainability** by ensuring prudent risk provisions, sound asset management, and efficient use of client funds held under Memoranda of Agreement, including optimising interest earnings and reinvestment in mobility innovation.
- **Maintaining governance-rich and ethical decision-making**, placing people, service quality, and environmental stewardship at the centre of operations to uphold public value and institutional integrity.
- **Consolidating strategic findings and integrated planning**, ensuring that insights derived from GMT's research, modelling, and operational data are synthesised into coherent strategies that guide future investment and implementation priorities.
- Continuing to develop **thought leadership and systemic innovation to strengthen GMT's role as a policy and strategy influencer** within the evolving public mobility landscape, shaping forward-looking approaches to sustainable transport and institutional excellence.
- **Prudently expanding GMT's client base and service offerings** to municipalities and additional government entities, leveraging economies of scale and fostering cross-institutional collaboration for shared mobility benefits.

These strategic initiatives acknowledge the fiscal constraints across the public sector while setting the foundation for transformative, efficient, and sustainable growth. GMT's focus over the medium term is to maximise the value of existing investments and build a future-oriented operational model that enables the Western Cape Government to meet its mobility and environmental objectives. By combining traditional and innovative strategic planning approaches, GMT seeks to optimise its resources, enhance cost-effectiveness, and deliver measurable outcomes that contribute to a resilient, low-carbon, and service-driven provincial transport system.

The figure below illustrates GMT's strategic logic. It aligns the organisation's institutional strategy with provincial goals and organises its eleven strategic workstreams into three pillars: Sustainable Mobility and Decarbonisation, Digital Innovation and Technology Growth, and Financial Resilience and Institutional Sustainability.

The framework demonstrates how these workstreams collectively drive organisational impact and strategic outcomes, including enhanced institutional readiness, strengthened policy influence, improved fiscal sustainability, expanded innovation, and accelerated provincial mobility transformation.

Figure 10: GMT Institutional Strategy Conceptual Framework



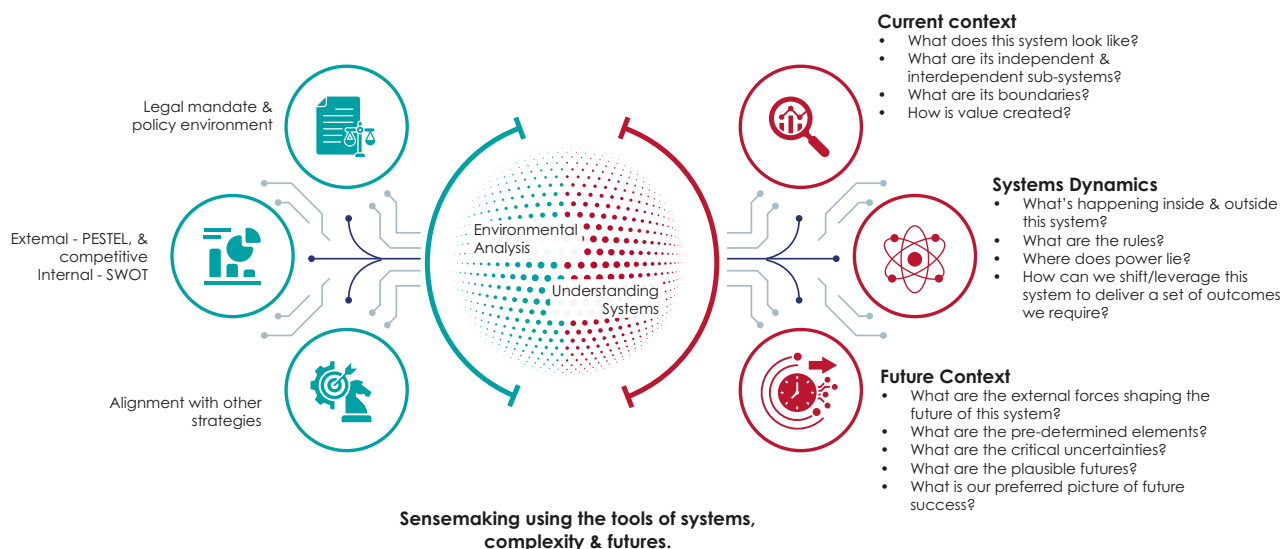
STRATEGIC WORKSTREAMS

- Strengthen GMT's strategic design, governance alignment, and institutional coherence with provincial priorities
- Define and implement a new GMT business model for future mobility and service diversification
- Optimise vehicle lifecycle planning through a structured replacement and renewal programme
- Accelerate the transition to New Energy Vehicles (NEVs) and embed sustainable mobility practices
- Establish an enabling framework and rollout plan for NEV charging infrastructure
- Build the digital foundations of the Mobility Technology Ecosystem to drive data-driven decision-making
- Expand and modernise the GMT rental pool to enable future mobility-on-demand services
- Upgrade strategic infrastructure and accommodation to support energy-efficient operations
- Enhance organisational resilience through comprehensive risk provisioning and mitigation planning
- Unlock strategic value and capacity through vehicle donation programmes and partnerships
- Leverage the GMT Commodity Policy as a funding mechanism for future vehicle acquisitions

ORGANISATIONAL IMPACT AND STRATEGIC OUTCOMES

- **Enhanced institutional readiness**
- **Strengthened policy and strategy influence**
- **Improved fiscal and operational sustainability**
- **Expanded innovation and knowledge leadership**
- **Accelerated provincial mobility transformation**

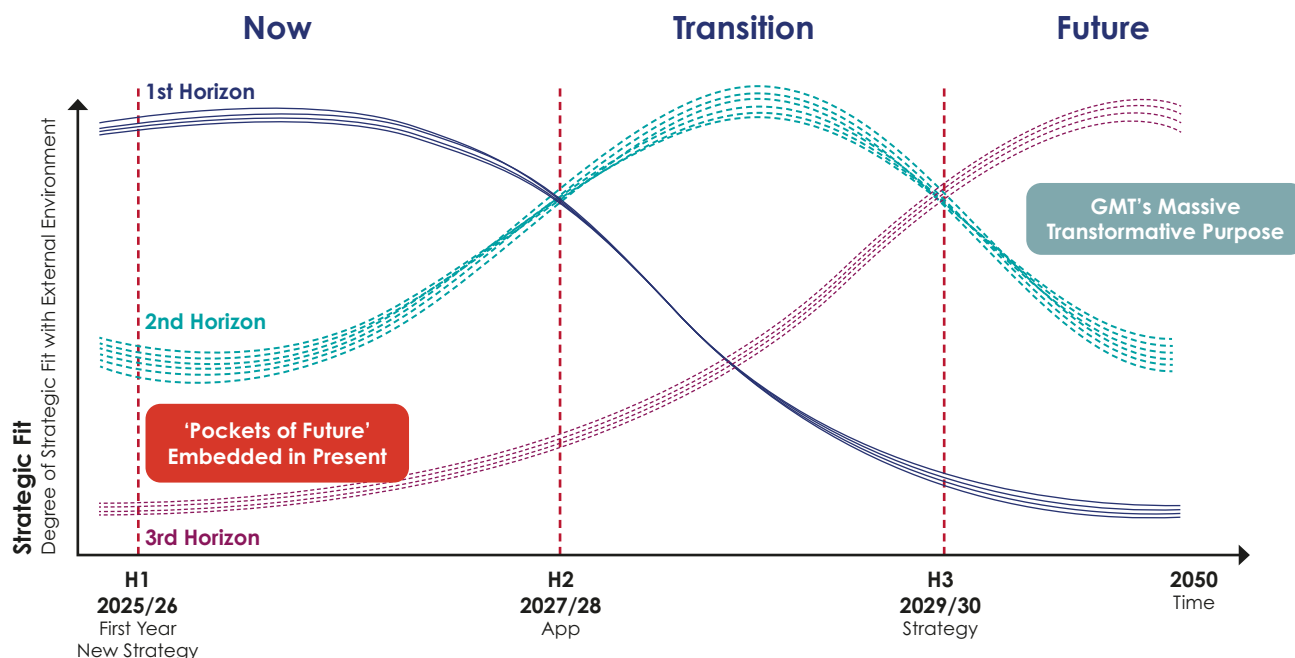
Figure 11: Strategic planning source data



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 SA and the fiscal and economic constraints that are an everyday reality for all South Africans. Its focus will therefore also encompass ways to optimise the value it delivers at the lowest possible cost. Going forward, the GMT Strategy and APP will align in delivering differentiated value across three important horizons as can be seen in the following illustration.

Figure 12: 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 The first year of the new cycle. The focus of this APP will be on optimising GMT's 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.

2.2. 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 provided by the Department through its client institutions. 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 SA, manifesting as ongoing poverty, unemployment, inequality, and violence.

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

GMT acknowledges the family structure and the citizen as key intervention points for the government. The policy and strategic frameworks underpinning the status quo must, by necessity, be amended to place the resilience and well-being 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 its service paradigm from a function-driven to a purpose-driven public service to improve citizens' living conditions. 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.

2.3. 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 the public and 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 WCIF 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, whilst at the same time building new, disruptive capabilities.

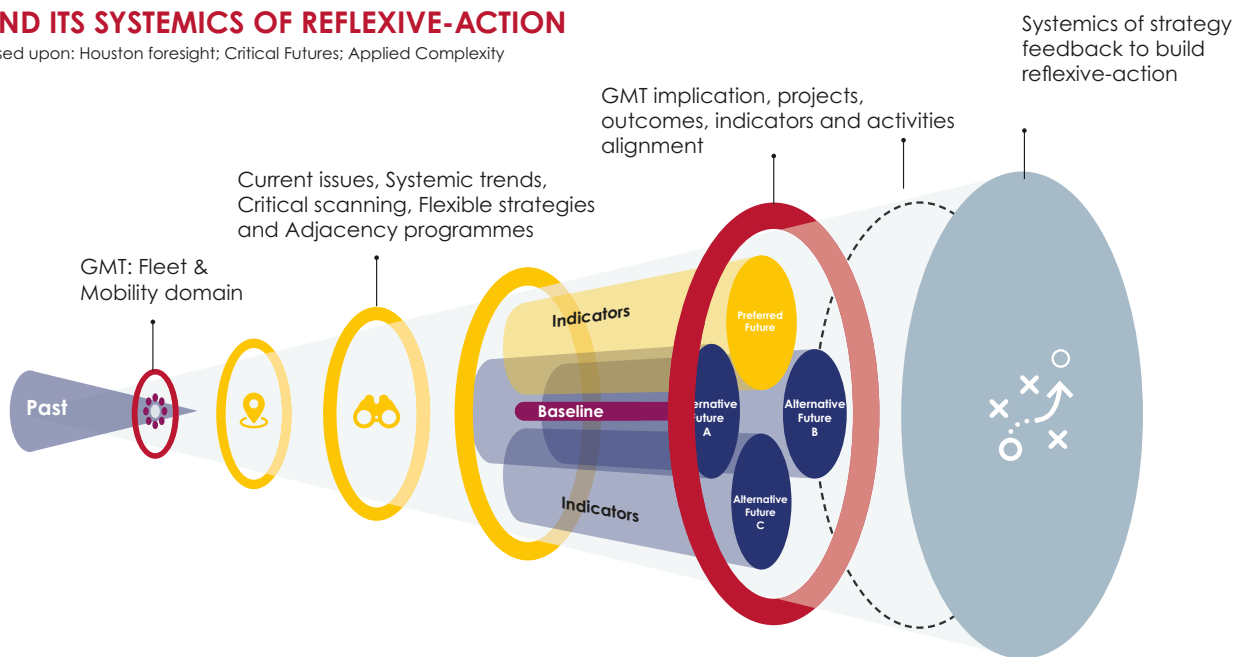
This visibly demonstrates evolutionary fitness in systems science language. It is a critical and judicious competence to design for integration and disruption, since it requires having the **contrasted competencies** of a **strong core**, whilst concurrently investing in **new adjacent business growth 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 and applied science in mobility create direct value across the WCG, South Africa, and the African continent. GMT is building its **exploration capabilities and capacity** within its operations, 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 the reflexive-action of the futures framing as set out in the illustration below.

Figure 13: Foresight Framework

FORESIGHT FRAMEWORK AND ITS SYSTEMICS OF REFLEXIVE-ACTION

Based upon: Houston foresight; Critical Futures; Applied Complexity



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

3. Updates to Relevant court rulings

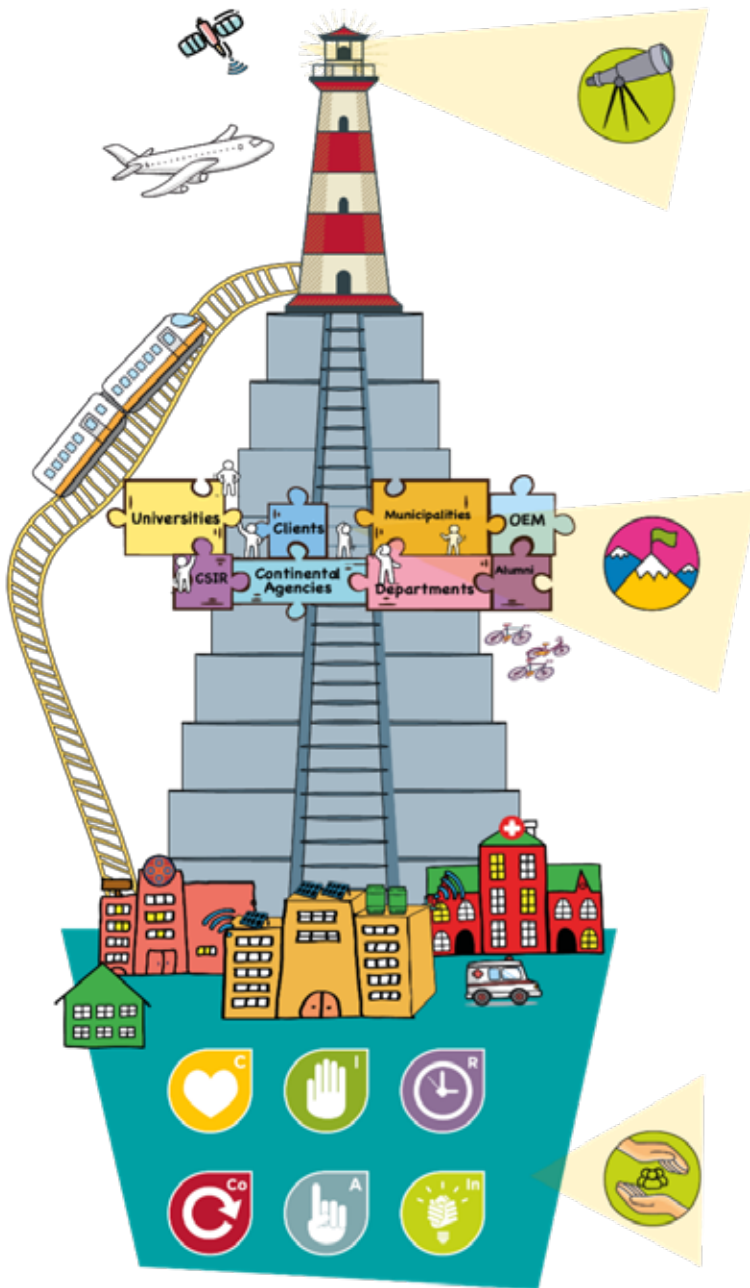
None.

PART 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:

Figure 14: WCG Core values and behavioural expectations



These values are all underpinned by **teamwork**. In addition to these core values, GMT subscribes to an ethos that defines who we are and what we stand for.

Over this five-year period and beyond, the entity aims to progress from embodied good governance to directional governance, and ultimately to 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, clients, and the people of the province, as challenging socio-economic conditions continue to present a difficult context in which to work and live.

5. Updated situational analysis

GMT operates as a unique public sector trading entity in the mobility sector in South Africa. Mobility is an enabler of access to opportunities on the part of both public servants and the citizens of our country and province. On the one hand, it is a critical enabler of economic growth and prosperity, while at the same time being a major contributor to pollution, which impacts the health of citizens as well as the health of our planet. GMT is conscious of its role in optimising the economic benefits of mobility while at the same time mitigating its adverse impacts.

Some of the most significant key trends that might shape and impact the future of mobility in South Africa include:

- Mobility on demand;
- Hands-off systems and autonomous vehicles;
- Renewable propulsion; and
- Intelligent devices.

Mobility on demand

Around the world, economically constrained citizens increasingly rely on MSaaS providers such as ride hailing applications, car sharing schemes and mobility subscription providers as an alternative to car ownership. The use of the mobility solution is therefore valued far more than the ownership of the mobility asset. GMT will position itself to ensure that its services remain accessible and affordable to client institutions, while also providing technology and systems to enable the efficient and cost-effective use of its vehicles, including through ride sharing options.

Hands-off systems and autonomous vehicles

Whilst autonomous vehicles have long been proclaimed as the future of mobility, it is likely that this reality will not be achieved in the coming decade. Autonomous technology is likely to be limited to geofenced robotaxis operated as fleets in designated areas and "hands-off" systems with safeguards that still require forms of driver engagement.

GMT will work with national departments, academic institutions and the private sector to ensure that these new technologies are introduced and tested in the fleet in a responsible and beneficial manner.

Renewable propulsion

The adoption of electric and hydrogen-powered vehicles will be an inevitable result of decreasing total cost of ownership, increased battery range, increased local manufacture of EVs, and legislative or regulatory stimuli that limit the potential for the export of ICE propelled vehicles beyond 2030. Although adoption is currently low in South Africa, it may well increase exponentially as the required charging infrastructure is put in place and a sufficient supply of mass-market vehicles at the right price points becomes available.

Intelligent devices

The rapid adoption of the Internet of Things, coupled with Edge data storage with low latency, has allowed devices to become increasingly intelligent. From highways to vehicles, embedded, connected devices harvest data and utilise intelligent algorithms to analyse, predict and control mobility. Vehicles have become "envelopes" for digital connectivity, enabling in-vehicle remote work and enabling planners to model and implement efficient and effective forms of mobility.

As GMT client institutions and drivers experience new technology and devices in their day-to-day lives, GMT will strive to introduce and prototype new mobility solutions to stay abreast with new ways of accessing services and doing business. In doing so, GMT will continue to improve its value proposition,

whilst unlocking opportunities for the sharing of new systems and technology with its clients for the benefit of the citizens.

It is likely that the constraints inherent in South Africa's economic and fiscal environment will have a significant impact on GMT and its client institutions. Service delivery pressures are increasing as fiscal consolidation continues. Provincial Treasury's Budget circular confirms that the narrowing resource envelope available to the Western Cape will have to be offset by steep reductions in expenditure, while significantly improving the quality and impact of public expenditure. This will require trade-offs that consider provincial service delivery pressures, constitutional and legislative mandates, and the priorities outlined in the Western Cape Recovery Plan.

The challenge for GMT will therefore be to meet the needs and rising demand for innovative, cost-effective, and efficient mobility solutions, while maintaining the entity's status as an economically sound and viable concern.

5.1. External environment analysis

Political environment

The Western Cape Government's **Growth for Jobs (G4J)** strategy provides the province's overarching framework for achieving sustainable, inclusive, and jobs-rich economic growth. It seeks to grow the provincial economy between 4% and 6% per year by 2035, targeting a R 1-trillion, low-carbon economy that supports meaningful employment and social well-being.

Within this framework, **Priority Focus Area 3 (PFA 3): Energy Resilience and the Transition to Net-Zero**, defines the province's commitment to diversifying energy supply, improving efficiency, and embedding sustainability across all sectors. As part of this focus area, the **Government Motor Transport (GMT)** plays a pivotal role in enabling the shift towards sustainable mobility and in driving the green-economy transition through its fleet investments, infrastructure development, and operational modernisation programmes.

GMT's activities contribute directly to PFA 3 through the **progressive decarbonisation of the provincial vehicle fleet**, the **expansion of charging infrastructure**, and the **promotion of energy-efficient operations** across government. These interventions support provincial efforts to reduce emissions and dependence on fossil fuels while strengthening public-sector energy resilience in the long term.

Crucially, GMT acts as a **market catalyst** within the provincial economy. The more vehicles GMT procures, converts, or replaces with New Energy Vehicles (NEVs), the more it stimulates demand within the local value chain. Each procurement cycle, infrastructure investment, or technology upgrade generates secondary economic activity in **vehicle assembly, component manufacturing, conversion services, charging-station installation, maintenance, and technical support**. In this way, GMT's investment behaviour becomes a **driver of job creation**, stimulating the growth of new enterprises and encouraging the private sector to respond with innovation, capacity expansion, and skills development.

Furthermore, GMT's ongoing collaboration with **industry, academia, and municipal partners** ensures that this demand translates into sustainable employment through local content participation, technical training, and research partnerships. These activities advance G4J's vision of **jobs-rich, green growth** by linking government procurement to industrial capability and workforce readiness.

The political environment, therefore, positions GMT as more than a fleet operator. It functions as an **economic enabler**, creating market certainty, signalling long-term demand for sustainable transport technologies, and accelerating the Western Cape's journey towards **energy resilience, climate neutrality, and inclusive economic participation**. Through its strategic investments, GMT provides the tangible mechanisms that translate provincial policy into measurable outcomes – lower emissions, higher productivity, and expanded employment across the green-mobility sector.

Economic factors

Government Motor Transport (GMT), as a trading entity operating on a cost-recovery basis, is directly influenced by several key macroeconomic variables that affect revenue stability, cost structures, capital planning, asset valuation, and overall financial sustainability, which include the following:

- Macroeconomic growth and fiscal implications;
- Inflation and price stability;
- Monetary policy and interest rate;
- Currency and exchange rate;
- Capital expenditure pressures and vehicle price inflation;
- Fuel price volatility and operating costs; and
- Risk management, governance and financial stability.

South Africa's economy is projected to grow by approximately 1.3% in 2026 according to the Organisation for Economic Co-operation and Development's (OECD) latest economic outlook. This modest growth reflects a slow recovery trend in key sectors and sustained structural constraints in the economy.

Moderate Gross Domestic Product (GDP) growth constraints government revenue growth and limits the capacity of client departments to expand fleet budgets or accelerate replacement cycles. As GMT's revenue depends on departmental demand for fleet services (capital leases, maintenance, rentals), slower growth underscores the need for strict cost management and prioritisation of essential assets.

GMT's financial forecast incorporates conservative expectations for client fleet expenditure, with an emphasis on prioritising vehicle replacements while maintaining cost-reflective tariffs.

The South African Reserve Bank (SARB) confirmed that headline inflation averaged approximately 3.6% by January 2026, with expectations that inflation will remain anchored within the revised target of 3%.

South Africa's monetary policy is formulated by the SARB, with the aim of maintaining price stability to support 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 the rate at which commercial banks borrow from the SARB, which 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.

Inflation at this level supports more predictable forecasting of GMT's operating costs, including maintenance, servicing, and parts procurement. However, specific cost sub-components, such as vehicle acquisition prices and specialised equipment, often exceed headline inflation, necessitating careful tariff design and cost recovery modelling.

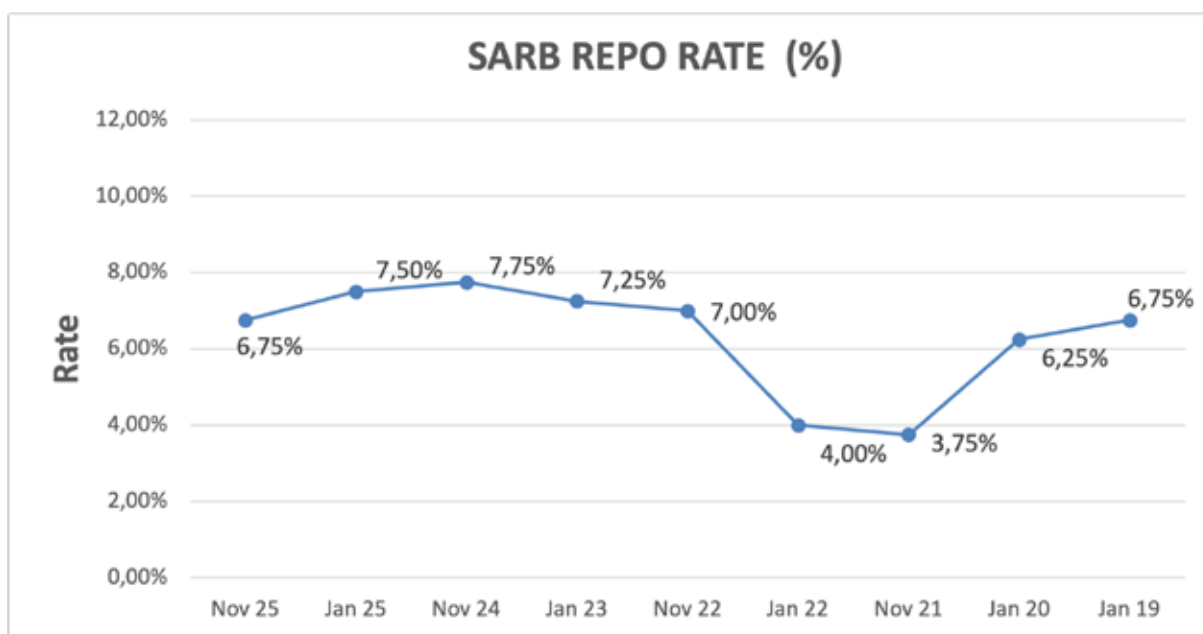
Economists expect inflation to average around 3% mark for 2026, with some projections seeing it fall below 3% in the second quarter. However, the influencing pressures may alter the expected inflation forecasts:

- **Downward Pressure:** Lower fuel prices and a stable Rand.
- **Upward Pressure:** Outbreak of disease in the agricultural environment (due to foot-and-mouth disease) and potential electricity tariff hikes from Eskom

The SARB Monetary Policy Committee maintained the repo rate at 6.75% in early 2026, balancing inflation expectations against economic growth concerns. Stable interest rates strengthen GMT's

ability to forecast interest income on banked funds. Although GMT does not borrow externally for capital funding, interest earned contributes to liquidity and supports working capital requirements.

Figure 15: SARB repo rate movements (2026, South African Reserve Bank, RSA)



Source: 2026 Trading Economics South African Currency

The South African rand experienced periods of volatility during the first quarter of 2026, with exchange rates influenced by global capital flows and domestic economic data. While periods of strengthening were observed, volatility remains a risk factor.

The SA rand traded around 15.65 per USD during the last week in January 2026, the highest level since June 2022, buoyed by elevated precious metals prices. Gold, platinum, and palladium together account for roughly 20% of the country's exports. At the same time, the currency continued to be supported by positive domestic developments, including structural reforms, fiscal consolidation, a credible monetary policy, and a stable governing coalition.

South African car price inflation has significantly cooled through early 2026, with new car price increases slowing to near or below the overall CPI, while used car price inflation turned negative, making vehicles more affordable than the high rates seen in 2023. Factors like lower general inflation, easing fuel prices, and improved affordability have led to strong vehicle sales and a stabilisation in used car prices, although South Africans still face high costs relative to disposable income, making cars a luxury for the majority of South Africans.

New vehicle price inflation dropped to record lows (e.g., 1.7% y-o-y in Q4 2024) and generally tracked below the headline Consumer Price Index (CPI) in 2025. However, supply chain constraints and exchange rate exposure contribute to upward pressure on acquisition costs.

Rising vehicle prices put upward pressure on lease tariffs needed to achieve cost recovery. GMT adjusts vehicle replacement cost assumptions annually to reflect updated market pricing, bearing in mind the fiscal constraints experienced by client institutions.

GMT's diversified revenue streams, including interest income from cash reserves, further contribute to financial resilience. This enables GMT to absorb inflationary cost pressures and avoid excessive tariff escalation. We remain committed to maintaining tariff affordability, and continually monitor our model to ensure fair, cost reflective pricing.

The Minister of Mineral and Petroleum Resources announced an adjustment to fuel prices based on current local and international factors, effective from the 4th of February 2026.

South Africa's fuel prices are adjusted monthly, informed by international and local factors. International factors include the fact that South Africa imports both crude oil and finished products at international prices, including import costs such as shipping.

The main reasons for the fuel price adjustments are:

1. Crude oil prices

The average Brent Crude oil price increased from 61.47 US Dollars (USD) to 64.08 USD during the period under review (early in 2026). The main contributing factors are the geopolitical uncertainty caused by various events relating to Iran, Greenland, Kazakhstan and Venezuela that gave rise to a risk premium and the extreme cold weather conditions, which disrupted production in the US.

2. International petroleum product prices

The average international product prices decreased due to the availability of inventories, despite an increase in crude oil prices. These factors led to lower contributions to the Basic Fuel Prices of petrol, diesel and illuminating paraffin by 36.46 c/l, 24.59 c/l and 21.13 c/l, respectively. The prices of Propane and Butane increased during the period under review due to the cold weather in the Northern Hemisphere and tighter global supply.

3. Rand/US Dollar exchange rate

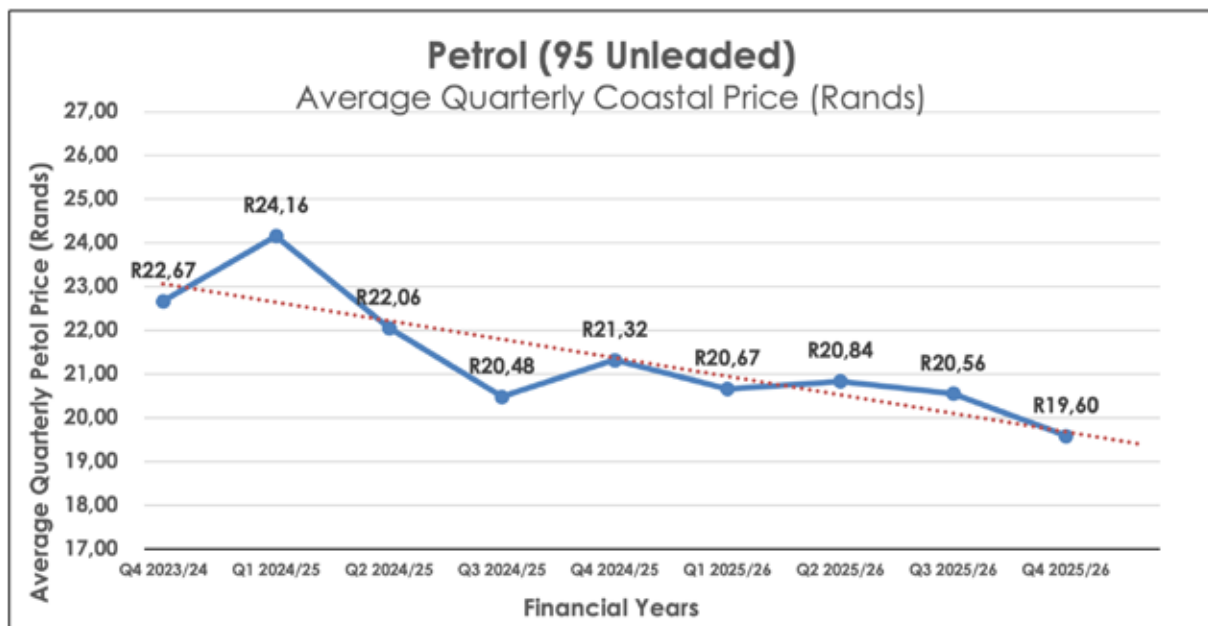
The Rand appreciated on average against the US Dollar (from 16.85 to 16.31 Rand per USD) during the period under review, compared to the previous one. This led to lower contributions to the Basic Fuel Prices of petrol, diesel and Illuminating Paraffin by 28.52 c/l, 31.62 c/l and 31.86 c/l, respectively.

4. Implementation of the Slate Levy

The cumulative slate amounted to a positive balance of R5.064 billion for petrol and diesel of at the end of December 2025. In line with the provisions of the Self-Adjusting Slate Levy Mechanism, the slate levy remains unchanged at zero cents per litre (0.00c/l) in the price structures of petrol and diesel with effect from the 4th of February 2026.

Fuel constitutes a significant variable cost within GMT's operational expenditure. Volatility affects monthly billing, client departmental budgets, and operational forecasts. GMT's Fuel Management Telematics and fuel monitoring systems support anomaly detection and consumption optimisation, contributing to more accurate billing and cost control.

Figure 16: Average quarterly petrol (95 unleaded) price (based on the monthly AA fuel pricing data)



The economic environment within which GMT operates remains complex and fluid. Fiscal constraints, inflationary pressures, automotive industry transformation, and the energy transition collectively shape the entity's operational landscape.

Despite these pressures, GMT remains financially resilient and strategically adaptive. Through prudent financial management, phased innovation, enhanced data-driven decision-making, and alignment with provincial and national priorities, GMT will continue to deliver cost-effective, sustainable, and future-ready mobility solutions in support of service delivery across the Western Cape.

South African vehicle sales trends

South Africa's new vehicle market recorded a strong recovery in 2025, surpassing pre-pandemic levels to reach 596,818 units, reflecting a 15.7% increase from 515,976 units in 2024. This follows the softer performance recorded in 2024 and signals renewed domestic market momentum.

NAAMSA attributes the 2025 growth to cumulative interest rate reductions since late 2024, record-low vehicle inflation of 1.5%, improved liquidity, and the influx of more affordable vehicle imports. Pent-up consumer demand from purchases delayed between 2021 and 2024 further supported the recovery.

Segment performance in 2025 was broadly positive:

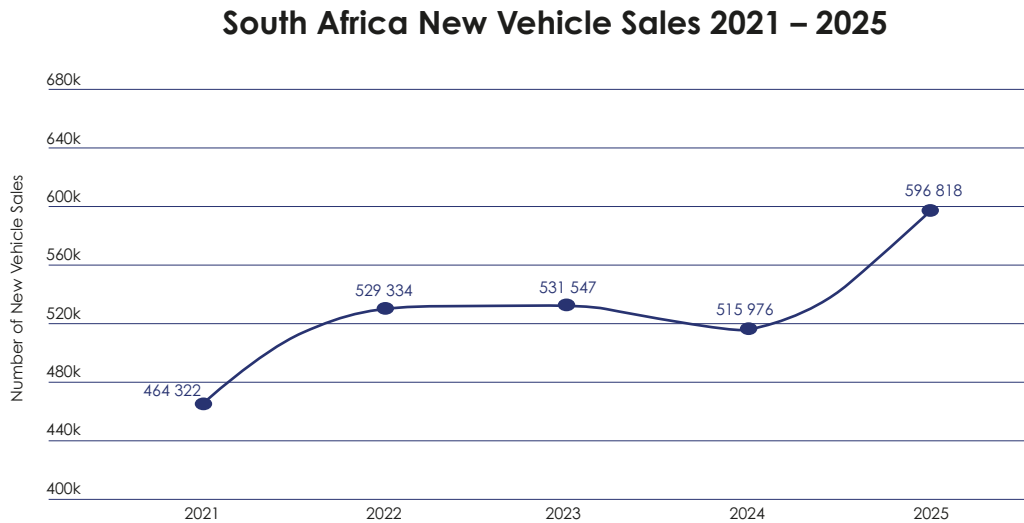
- Passenger vehicles increased by 20.1% to 422,292 units.
- Light commercial vehicles grew by 7.8% to 143,637 units.
- Medium commercial vehicles rose by 5.6% to 8,151 units.
- Heavy trucks and buses declined marginally by 3.0% to 22,738 units.

Vehicle exports improved to 408,224 units, up 4.4% from 2024 and exceeding the 400,000-unit threshold for the first time.

NAAMSA further highlights the continued technological transition within the sector, with New Energy Vehicle (NEV) sales in 2025 already exceeding full-year 2024 performance, reflecting growing electrification momentum and uptake of alternative powertrains.

Figure 17 below illustrates the steady recovery in aggregate new vehicle sales between 2021 and 2025, culminating in a marked rebound in 2025. The upward trajectory reinforces the improving domestic market conditions and renewed demand across key segments.

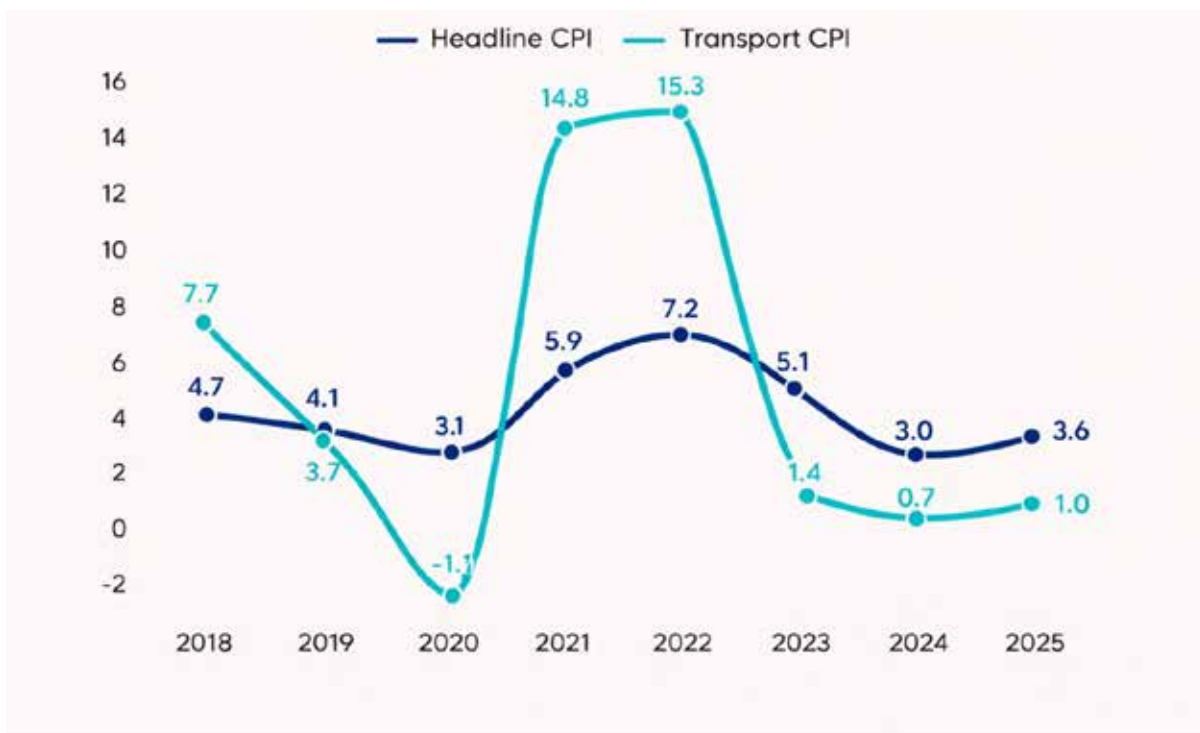
Figure 17: NAAMSA new vehicles sales over last five years



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

In response to these trends, GMT reinforces the importance of aligning procurement planning, lifecycle costing and electrification pathways with evolving market conditions. The improved domestic sales outlook, coupled with accelerating NEV adoption, supports GMT's phased, governed transition approach embedded in its mobility strategy.

Figure 18: Headline CPI versus New light vehicle price inflation



Source: Statistics South Africa, Consumer Price Index (P0141), December releases 2018–2025.

The comparison between headline Consumer Price Index (CPI) and transport-related inflation underscores the critical role of macroeconomic conditions in shaping mobility affordability. Pre-Covid data for 2018 and 2019 reflects a relatively stable inflation environment, with transport inflation elevated at 7.7% in 2018 before moderating to 3.7% in 2019.

In 2020, transport inflation declined to -1.6% due to Covid-19 lockdowns and lower fuel prices. This lower base contributed to the sharp increases recorded in 2021 and 2022.

The sharp increase in transport inflation during 2021 and 2022, reaching 14.8% and 15.3% respectively, was driven largely by global oil price surges, the Russia-Ukraine conflict, exchange rate weakness and base effects following suppressed 2020 prices. During this period, transport inflation significantly outpaced headline CPI, placing upward pressure on vehicle operating costs.

Since 2023, transport inflation has moderated substantially, recording 1.4% in 2023, 0.7% in 2024 and 1.0% in 2025, compared to headline CPI of 5.1%, 3.0% and 3.6% respectively. This stabilisation indicates easing transport-related cost pressures and improved supply conditions within the domestic market.

The moderation in transport inflation aligns with improving macroeconomic conditions and gradual monetary easing, contributing to more predictable mobility cost dynamics. While headline inflation averaged 3.2% in 2025, transport inflation remained materially lower in December 2025, reinforcing improved cost stability in the mobility sector.

Current trends in the South African automotive market continue to show a shift in consumer preferences toward cost-competitive vehicle offerings, including increasing penetration of Chinese automotive brands. Rising cost-of-living pressures and sustained interest rate sensitivity have reinforced consumer focus on total cost of ownership, including purchase price, fuel efficiency and maintenance costs.

China's continued leadership in the global New Energy Vehicle (NEV) market remains strategically relevant. This leadership is underpinned by cost-efficient manufacturing capacity and dominance within the global battery supply chain. These dynamics are reshaping the global NEV landscape and carry direct and indirect implications for the Western Cape mobility ecosystem.

For GMT, the implications are both operational and strategic:

- Fleet planning must reflect stabilising transport inflation while recognising continued macroeconomic uncertainty.
- Procurement strategies should consider cost-competitive OEM entrants and evolving aftersales support ecosystems.
- Lifecycle costing models must incorporate moderated fuel inflation alongside emerging electrification pathways.

The largest proportion of GMT's fleet will remain fossil-fuel vehicles in the short to medium-term. Fuel costs therefore remain a significant component of operating expenditure across the five-year planning horizon. Where viable alternatives, including hybrid and NEV options, demonstrate operational and financial sustainability, these will be progressively evaluated and integrated.

GMT will continue to incorporate macroeconomic and sector-specific inflation trends into its operational planning, risk management framework and tariff structuring to ensure fiscal prudence and long-term mobility resilience.

Social environment

Weak economic activity remains a major challenge for South Africa and exacerbates 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 Provincial Strategic 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, necessitate WCMD and GMT to research and implement measures to improve the safety and security of both personnel and the fleet.

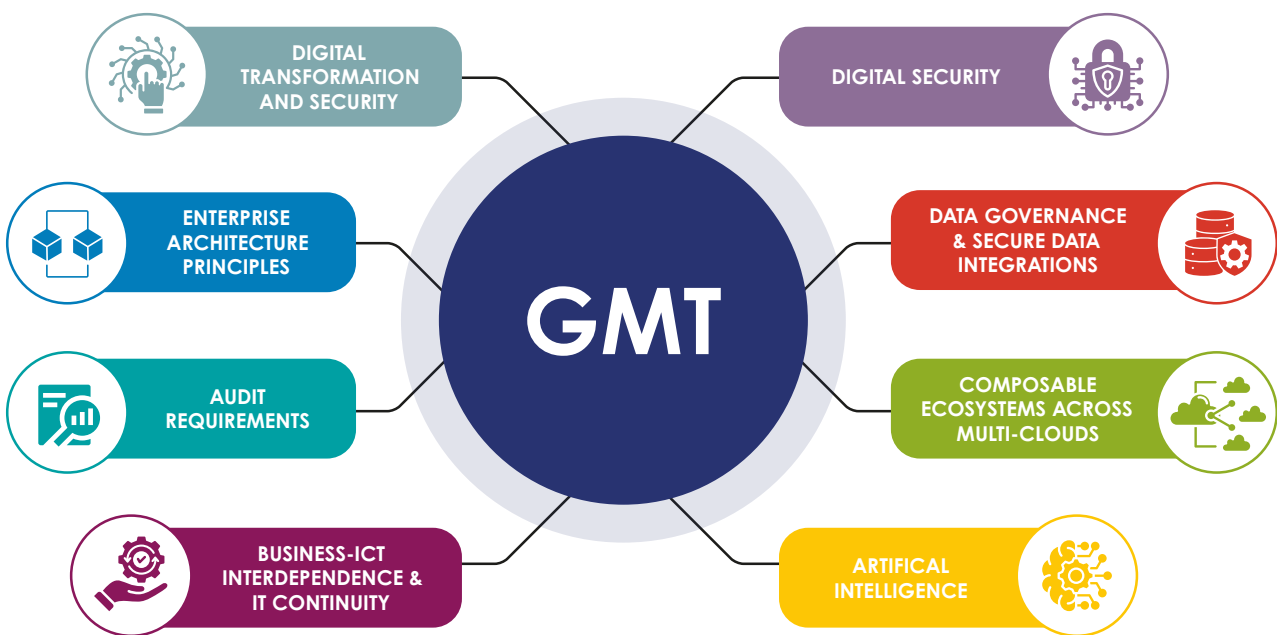
The level of urbanisation in the Western Cape is higher than the rest of South Africa, and it impacts GMT's planning and service positioning for its client institutions. GMT's organisational make-up is diverse, which bodes well for the requisite variety needed for long term resilience in dealing with 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, whilst providing relevant on-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 environment in which GMT operates is becoming increasingly complex and technology-driven, requiring continuous adaptation to maintain effective service delivery. Within the broader public sector, digital transformation, heightened cybersecurity demands, the adoption of multi-cloud technologies, and the growing integration of business and ICT systems are redefining how government functions. For GMT, this evolving context underscores the need for strategic agility, strengthened governance, and a secure, resilient digital infrastructure to ensure that technology continues to enhance operational efficiency, accountability, and service excellence.

Figure 19: Key factors that shaped the focus areas for GMT during the 2026/2027 financial year.



In response, GMT will intensify its efforts to strengthen its ICT environment to ensure that it remains secure, resilient, and fully aligned with the Western Cape Government's (WCG) strategic priorities and the principles of the WCG Corporate Governance of ICT Policy (CGICT Policy 2024), derived from the DPSA CGICT Framework (Version 2.0). In support of this objective, GMT's ICT function will focus on strengthening governance, enhancing cybersecurity, ensuring business continuity, and driving innovation. These efforts will improve system reliability, enable data-driven decision-making, and enhance more efficient service delivery in support of GMT's operational and strategic goals.

Figure 20: An overview of the governance principles as described in the WCG CGICT Policy 2024



The strategic direction of GMT's ICT function is guided by its Enterprise Architecture (EA) Strategy, which is founded on the principle of composable architecture. This approach promotes a shift from traditional, monolithic systems toward modular, interoperable components – known as Packaged Business Capabilities (PBCs) – that can be combined, adapted, and reused across multiple business solutions.

Through a composable architecture, GMT ensures its systems and platforms remain interoperable within and across both the Western Cape Government (WCG) and GMT digital ecosystems, enabling agility, scalability, and sustained value creation.

This strategy supports the WCG's digital transformation priorities and aligns with the Provincial Strategic Objectives and the principles of the Corporate Governance of ICT Policy, derived from the DPSA CGICT Framework.

GMT will continue to strengthen its governance processes by integrating climate risk and resilience into relevant planning and decision-making activities. Where appropriate, climate-related factors will be considered within existing planning and appraisal processes, guided by the Western Cape Climate Change Response Strategy. These considerations will be implemented in alignment with GMT's current mandate, governance arrangements and available resources, and will support continuity of service delivery in a changing operational and environmental context.

Strengthened ICT Governance Structures

To enhance decision-making and strategic oversight, GMT ICT will formalise a Design Authority, a multidisciplinary governance structure responsible for reviewing and advising on major system developments, upgrades, and acquisitions prior to executive approval. This authority will ensure that

all technology investments adhere to the principles of composable architecture, align with approved design standards, and are value-driven and strategically relevant.

GMT will continue to align with the ICT governance structures of both the Western Cape Mobility Department (WCMD) and the Centre for e-Innovation (Cel). This alignment reinforces compliance with departmental and provincial ICT governance frameworks, promotes accountability, and ensures continuous performance improvement across the ICT environment.

ICT Continuity and Business Impact Analysis (BIA)

To strengthen operational resilience, GMT ICT will evolve its Disaster Recovery (DR) plan into a comprehensive ICT Service Continuity Plan (SCP). The SCP will define recovery priorities, processes, and roles to ensure the timely restoration of critical systems and continuity of essential services in the event of disruption.

In collaboration with WCMD, GMT will conduct a Business Impact Analysis (BIA) to identify and prioritise the critical systems, integrations, and digital tools supporting core operations. This initiative will enable more informed risk management, improved continuity planning, and alignment with broader WCG disaster recovery and resilience frameworks.

DevSecOps Implementation

GMT will embed security, automation, and quality assurance across its software development lifecycle through the rollout of a DevSecOps model. This approach promotes continuous integration, automated testing, and agile delivery practices – enhancing the speed, reliability, and security of solution deployment. It also supports alignment with the enterprise architecture framework and ensures that digital solutions are sustainable, secure, and compliant with WCG standards.

Data Governance

GMT aligns with the Western Cape Government's Data Governance Policy Framework (DGPF) under the Province-wide Data Governance (PWDG) initiative. This framework defines the management of data as a strategic provincial asset, outlining principles for data quality, master data management, metadata, privacy, and interoperability.

Key DGPF initiatives include:

- Implementation of data quality management practices;
- Establishment of master data and metadata management capabilities;
- Development of a logical data warehouse for integrated information sharing; and
- Institutionalisation of Data Regulatory Impact Assessments (DRIA) to promote compliance, security, and societal impact awareness.

In collaboration with WCMD, GMT will align its data management practices with the DGPF's principles and actively participate in provincial metadata and data quality initiatives. GMT and WCMD will also contribute to province-wide data integration by ensuring system interoperability and compliance with data privacy and security standards.

Furthermore, GMT will explore the use of Artificial Intelligence (AI) to enhance data quality, compliance monitoring, and audit readiness within its data governance environment.

Secure Integration Platform

As GMT's technology landscape expands across multiple cloud environments, secure and well-governed system integration has become a strategic imperative. GMT will therefore implement an enhanced integration platform that supports business processes and facilitates secure data exchange between internal and external systems. The platform will also enable the secure publication of

Application Programming Interfaces (APIs) to external partners in strict compliance with provincial security standards.

Auditable User Access Management

Building on its strong governance and audit performance, GMT will continue to enhance user access management practices. Consistent and auditable access controls will be implemented across all technology environments to strengthen accountability, mitigate security risks, and maintain compliance with information security standards.

Performance Contribution

These ICT initiatives collectively position technology as a strategic enabler of service excellence within GMT. By embedding governance, improving system resilience, strengthening cybersecurity, and driving innovation, GMT ensures that ICT directly contributes to improved service delivery outcomes, operational efficiency, and compliance with provincial governance frameworks. The ICT function will therefore play a pivotal role in supporting GMT's contribution to the Provincial Strategic Plan (PSP) by enabling a digitally capable, efficient, and accountable Mobility Solutions as a Service.

Environmental factors

The Western Cape Government has set the goal of being recognised as a leader and innovator in the **Green Economy**, guided by the **Western Cape Climate Change Response Strategy (WCCCRS 2050)** and its implementation framework. Within this broader policy environment, the **Government Motor Transport (GMT)** plays a facilitative role in advancing the province's transition towards lower emissions and greater energy efficiency through its **New Energy Vehicle (NEV)** initiatives.

GMT's NEV transition represents the central environmental focus of its institutional strategy. It reflects the organisation's contribution to **climate-responsive mobility**, supporting the provincial vision for reduced transport-sector emissions and improved air quality. This approach aligns with the objectives of the **WCCCRS 2050**, the **Green Transport Strategy for South Africa (2018–2050)**, and the global principles set out in **Sustainable Development Goal 13: Climate Action**.

By progressively introducing NEVs into the provincial fleet, GMT seeks to demonstrate the practical application of low-carbon transport solutions within the public sector.

The shift from internal-combustion to electric and alternative-fuel vehicles reduces direct tailpipe emissions and supports the broader movement towards **energy-resilient and resource-efficient operations**. GMT's initiatives also include integrating renewable energy into charging infrastructure planning, which complements provincial efforts to diversify the energy mix and strengthen long-term resilience.

In the context of increasing climate-related risks, GMT recognises the need to consider climate resilience in public-sector mobility planning. Factors such as service continuity, infrastructure reliability and energy supply will be taken into account in relevant planning activities.

Climate adaptation considerations will be integrated into mobility planning to support resilient service delivery, with particular attention to vulnerable user groups, including women, youth, people with disabilities and older people, who may be disproportionately affected by service disruptions. These considerations will be guided by existing provincial climate policy frameworks, including the Western Cape Climate Change Response Strategy, and will be aligned with GMT's current mandates, governance arrangements and available resources.

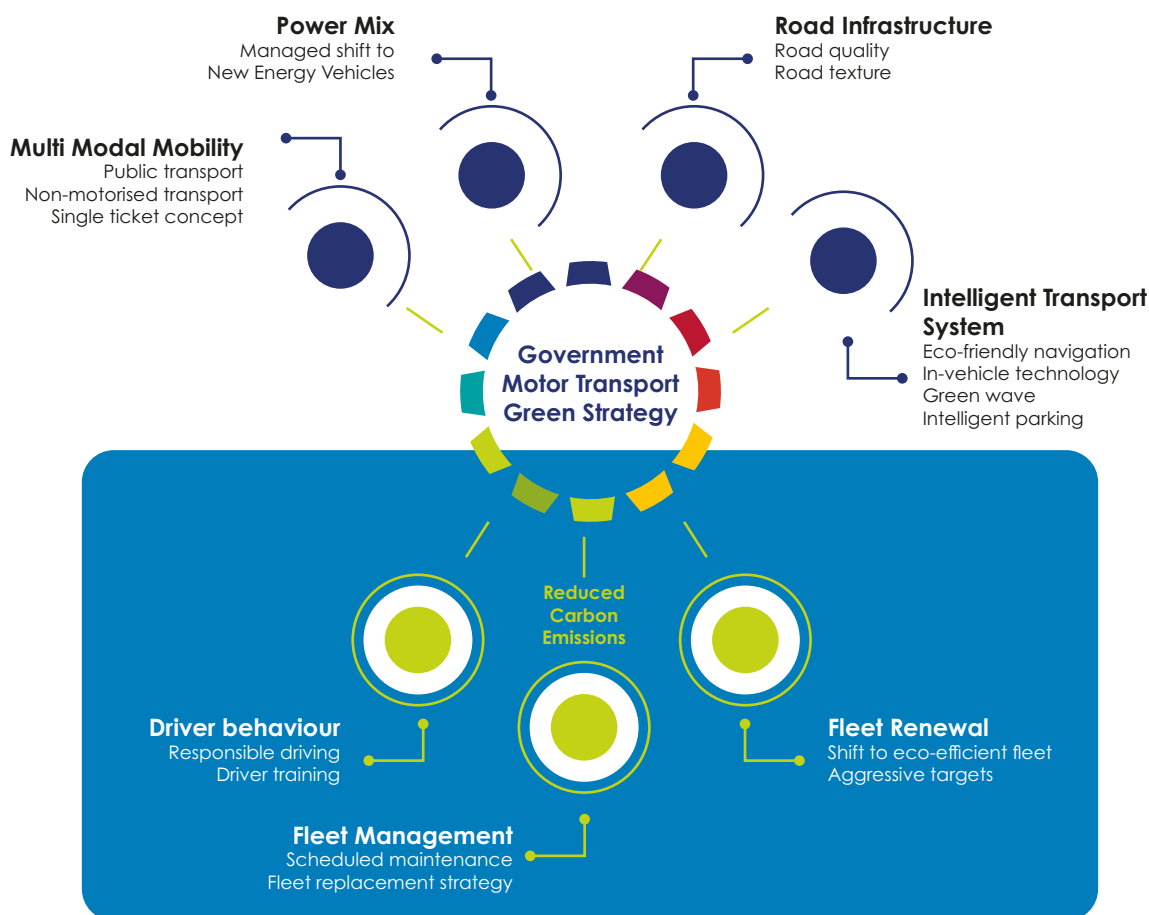
Recognising that meaningful environmental change requires collective action, GMT continues to collaborate with other departments, municipalities, academia, and industry partners to develop a **coordinated NEV ecosystem**. This ecosystem approach encourages shared learning, standardisation, and the gradual adoption of enabling technologies such as renewable-powered charging infrastructure and energy-management systems.

In addition to environmental benefits, GMT's NEV transition generates **green economic opportunities** by stimulating demand for local manufacturing, assembly, servicing, and charging infrastructure development. Each investment in fleet renewal and technological innovation contributes to **skills growth, enterprise participation, and employment creation** within the emerging green-mobility value chain.

GMT remains attentive to the evolving technologies, regulatory frameworks, and national policy directions shaping the mobility landscape. This adaptive approach ensures that GMT's environmental initiatives remain relevant, evidence-informed, and aligned with the broader provincial commitment to sustainability.

These initiatives collectively position GMT as a **servant leader** within the provincial mobility ecosystem, advancing environmental sustainability through practical action, collaboration, and innovation. As this role evolves, it will require **strategic investment in fleet modernisation, charging infrastructure, and institutional capacity**, recognising that enabling a provincial transition of this scale demands both leadership and prudent financial planning. By anchoring its environmental strategy in the NEV transition, GMT supports the Western Cape Government's ongoing efforts to build a **resilient, low-carbon, and inclusive provincial economy**, consistent with the principles of **SDG 13: Climate Action** and the long-term vision of **WCCCRS 2050**.

Figure 21: GMT's response to green initiatives



Source: GMT ICT Management Support Services

Legal environment (GMT Fleet and business environment)

The formal separation of Dol 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 will, in particular, have an impact on all major fleet owners, including GMT.

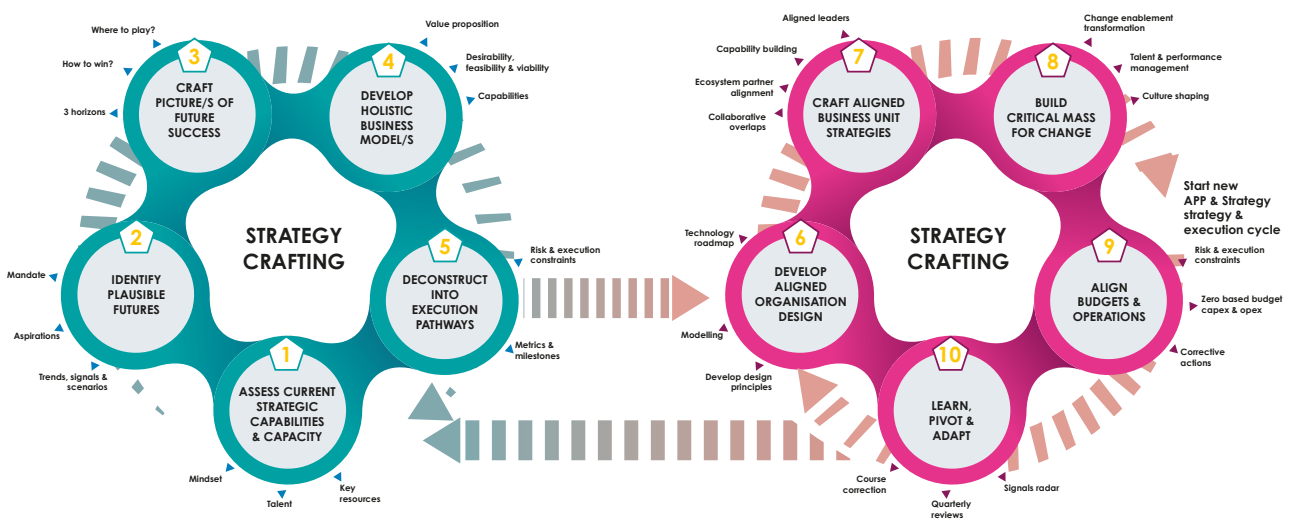
The national implementation of the Administrative Adjudication of Road Traffic Offences (AARTO) Act has been administratively deferred to **1 July 2026** to allow municipalities and law-enforcement authorities adequate time to finalise systems, training, and institutional readiness. As a result, the demerit points system will **not be operational during the 2026/27 financial year**.

While AARTO establishes a uniform national framework for traffic infringement administration and enforcement, its deferred implementation means that it does not materially impact Government Motor Transport's planned performance targets. However, the unknown contents of the AARTO regulations may affect GMT's or operational focus areas and resource allocation for the 2026/27 period once they are made known. GMT will continue to support road safety objectives through its existing mandate, including the provision of mobility solutions, fleet technologies, and support to law-enforcement and transport authorities.

Internal systems and processes are being developed and will be refined to streamline the internal administration and processing of traffic fines and notices to meet the requirements of AARTO. In preparation for the implementation of AARTO, GMT has issued driver tags to registered drivers 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 Provincial Strategic Priority of Innovation, Culture, and Governance.

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

Figure 22: GMT: Strategy model of design and implementation feedback cycles



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, provides for the Minister for 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 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 digitalisation programme;
- No implementation of the five-year ICT Strategy (where it exists separately) due to a lack of funding;
- The executive committee have no clear visibility and monitoring of digitalisation interventions to modernise the business; and
- Inadequate appreciation and oversight by the executive committee 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 the National and Provincial governments through guidelines to progress the citizen technological impact rhetoric.

Strong alignment with national and provincial policies significantly reduces operational risks for organisations. 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.

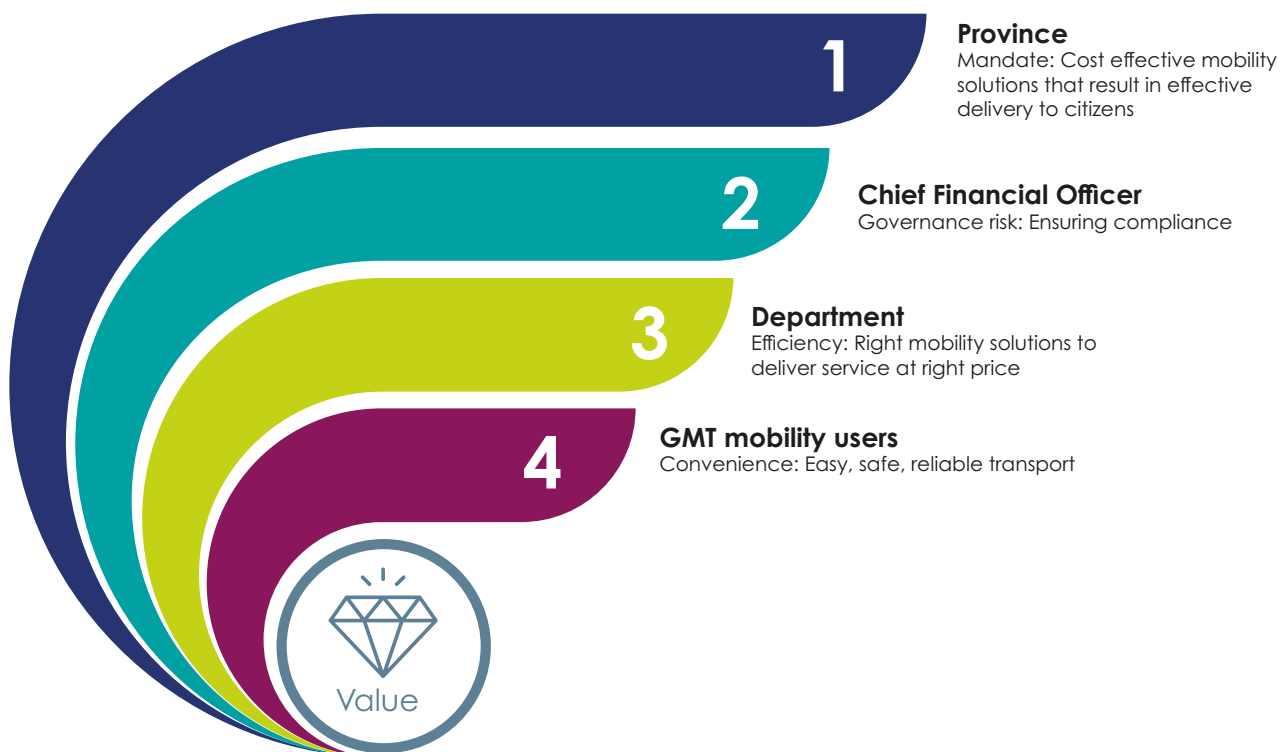
5.2. External stakeholder analysis

A 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.

GMT has four key external stakeholders who may be seen as direct "clients" to whom value is delivered. The following analysis seeks to answer the important question: "What is the unique value that our overall GMT system delivers to each of these key stakeholders?" GMT provides both transactional and transformational value. A breakdown of this perceived value across these stakeholder groups is provided below.

Transactional value

Figure 23: GMT's key stakeholders' categories



At a provincial level, GMT delivers value in terms of its mandate – cost-effective mobility solutions that enable effective service delivery by all agencies and departments, to the citizens of the province.

At a Chief Financial Officer/Accounting Officer level, GMT assists in successfully mitigating governance risks by ensuring compliance with reporting requirements and taking mobility assets "off the books".

At a departmental level, GMT offers efficient, bespoke solutions to deliver the right kinds of mobility services at the right prices to meet budget and other constraints.

At GMT mobility user level, GMT offers convenience – easy, safe and reliable transport from one location to another.

Transformative value

GMT's value going forward may be translated into innovative business models which impact both client institutions and society as a whole. This may include reducing the need for travel, accelerating the adoption of green or new energies and having distributed regional hubs which deliver enhanced benefits to departments.

- GMT will explore virtuous cycles (positively reinforcing cycles of behaviour) that deliver shared value for both GMT and client institutions. This may be based on convenience, efficiency, economies of scale or being a one stop shop;
- A focus on MSaaS could increase asset utilisation and overall efficiency or reduce costs;
- GMT seeks to leverage the network effect through predictive analytics and AI identifying high risk drivers and thereby managing risks more effectively to improve planning and introduce new application-based services through a bespoke technology platform;
- GMT's critical mass of purchasing power could drive change and influence the achievement of sustainability goals, thereby directly contributing to climate mitigation and environmentally friendly practices. GMT could play a catalytic role in shaping a new future and renewable energy mobility ecosystem;
- Through the development of a broader NEV Strategy, GMT will seek to influence legislation, encourage the establishment of charging and refuelling networks and leverage green fuels to position the province for a more sustainable future; and
- GMT will explore offering both traditional and new business models, which may include providing vehicles to client institutions through more accessible short-term hire (three-four days) via hubs in Cape Town, George and Saldanha Bay.

GMT's transformational value lies within its business model innovation. This may require a focus on innovative capabilities and new forms of organisation design and development. A key challenge in this regard will be constraints within the pace of change in the broader mobility ecosystem (OEM availability of suitable vehicles and/or charging stations).

Table 2: External stakeholders

Stakeholders	Characteristics Stakeholder knowledge of institution's mandate, related policies and legislation, possible support, collaboration, experience and culture	Influence Power that stakeholders have over or within GMT	Interest Level of involvement a stakeholder can have in GMT and in GMT interventions	Linkages with other stakeholders Understanding linkages and potential alliances with other stakeholders
Client institutions*	Support and procure GMT services	Influence GMT's service offerings and products as well as the implementation of GMT 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 indirectly via client institutions	Citizen needs influence GMT's strategy and plans	Citizen influence via client institutions	Client institutions
National Department of Transport	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 procurement 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 with National Treasury in putting transversal procurement 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 on 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

Stakeholders	Characteristics Stakeholder knowledge of institution's mandate, related policies and legislation, possible support, collaboration, experience and culture	Influence Power that stakeholders have over or within GMT	Interest Level of involvement a stakeholder can have in GMT and in GMT interventions	Linkages with other stakeholders Understanding linkages and potential alliances with other stakeholders
Original equipment manufacturers	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
Municipalities	Collaborate with GMT on fleet operations, infrastructure approvals, and local mobility planning. Key partners in NEV rollout, charging infrastructure, and fleet optimisation aligned with provincial priorities.	Influence local infrastructure and regulatory processes that affect GMT implementation.	Direct involvement in GMT's strategy and plans	Linked to provincial departments, utilities, and local businesses; potential partners in charging, data-sharing, and pilot mobility projects.

*Refer to Annexure C for the full list of GMT client institutions as of 31 January 2026

5.3. Internal environment analysis

Performance environment

During the **2026/27 performance cycle**, GMT will focus on strengthening its internal performance environment by continuing to implement its institutional strategy and associated strategic workstreams. These workstreams provide a structured framework that supports operational efficiency, innovation, and accountability, guiding GMT in achieving the outputs and outcomes set out in the **GMT Strategic Plan 2025–2030**.

1. Strategic Design, Refinement and Alignment with Provincial Priorities

In the year ahead, GMT will continue aligning its operational planning and performance frameworks with the **Western Cape Government's Provincial Strategic Priorities** and the **Growth for Jobs (G4J)** programme. This alignment reinforces a performance culture rooted in adaptive planning, evidence-based decision-making, and cross-directorate collaboration, ensuring GMT's operations remain coherent with provincial mobility objectives and institutional mandates.

2. The New GMT Business Model Defined

GMT's operating model will continue to evolve towards a more **integrated and service-oriented structure** that supports **Mobility-as-a-Service (MaaS)** and platform-based fleet management. This approach enables stronger coordination between functional areas, improved resource utilisation, and the integration of digital tools that enhance performance tracking and operational agility.

3. Vehicle Replacement Requirement

A focus area for 2026/27 will be refining **vehicle lifecycle management** to ensure fleet replacement decisions are data-informed, cost-effective, and aligned with sustainability objectives. The application of lifecycle analytics and total cost-of-ownership principles will strengthen operational reliability and optimise asset renewal scheduling across client departments.

4. NEV Rate of Transition and Sustainable Mobility

The **New Energy Vehicle (NEV)** transition remains a key operational priority in 2026/27. GMT will focus on building internal readiness through technical awareness, skills development, and the integration of sustainability indicators into fleet management systems. These actions will ensure that the rate of NEV transition is balanced with operational feasibility, fiscal prudence, and client requirements.

5. NEV Charging Infrastructure

Performance improvements will also focus on **infrastructure planning** to support the NEV transition. GMT will collaborate with the Department of Infrastructure and partner departments to coordinate planning for strategically located cost-effective charging sites. Emphasis will be placed on operational readiness, energy efficiency, and long-term spatial alignment.

6. Mobility Technology Ecosystem Development

Digital performance enablement remains central to GMT's operational efficiency. The ongoing development of the **Mobility Technology Ecosystem** will improve the integration of fleet, finance, and ICT systems. This will enable real-time data visibility, enhance decision support, and strengthen cost-control mechanisms across GMT's operations.

7. GMT Rental Pool and Future Mobility on Demand

During 2026/27, GMT will continue improving the **rental pool** function to support flexibility and responsiveness in government mobility. Operational refinements will focus on optimising vehicle utilisation, turnaround times, and digital client interfaces to enhance service efficiency and support the transition to future mobility-on-demand services.

8. Strategic Infrastructure and Accommodation Investment

Upgrading and maintaining GMT's facilities will remain part of the ongoing drive for operational excellence. Planned infrastructure investments will support improved workflow, energy efficiency, and the long-term sustainability of GMT's service environment, aligning with provincial infrastructure modernisation objectives.

9. Risk Provision Requirements

GMT will maintain focus on **strengthening internal controls and risk management practices** to safeguard operational and financial stability. Emphasis will be placed on proactive risk assessment, contingency planning, and the prudent management of financial provisions to ensure resilience and governance continuity.

10. Client Funds under MOA and Interest Earnings

Fiscal discipline remains a core element of GMT's performance environment. The responsible management of **client funds held under Memoranda of Agreement (MOA)** and optimisation of interest earnings will continue to reflect compliance with Treasury guidelines and reinforce GMT's record of governance excellence and financial integrity.

11. Consolidate Findings and Formulate an Integrated Response

GMT will continue to strengthen its **learning and feedback mechanisms** to ensure operational findings, project outcomes, and performance evaluations inform integrated planning. This approach enhances organisational adaptability and ensures that strategic and operational initiatives remain synchronised across the planning cycle.

Performance Culture and Institutional Enablers

GMT's performance environment is supported by five institutional enablers that ensure long-term sustainability and continuous improvement:

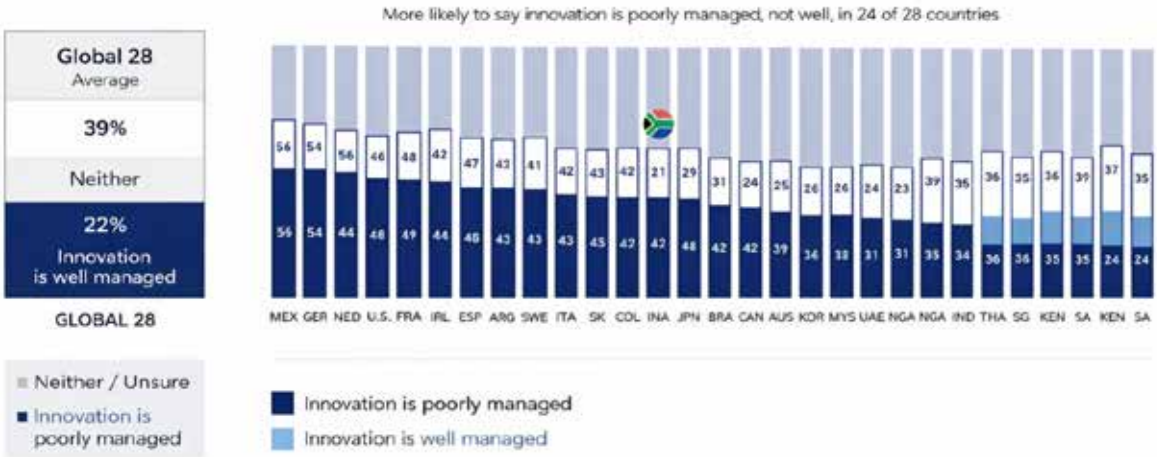
- **Thought Leadership:** Strengthening GMT's reputation as a trusted source of insight and innovation within the provincial mobility ecosystem, while championing inclusion and knowledge exchange.
- **Collaboration:** Promoting structured collaboration across directorates and with external partners to enhance collective delivery, learning, and alignment.
- **Service Delivery Excellence:** Maintaining a client-centred approach focused on predictable, reliable, and efficient service provision supported by digital innovation.
- **Open Innovation:** Encouraging creative partnerships across academia, industry, and the public sector to co-develop mobility and sustainability solutions.
- **Scaling of Solutions:** Expanding successful pilots and digital initiatives into sustainable, scalable programmes that drive measurable efficiency and impact.

GMT's internal environment for the 2026/27 cycle reflects a maturing performance culture that prioritises alignment, adaptability, and innovation. By integrating the identified strategic workstreams into its performance planning, GMT strengthens its institutional readiness to support the energy resilience agenda, advance the NEV transition, and maintain its position as a servant leader and strategic enabler within the Western Cape's evolving mobility landscape.

Figure 24: Massive weaknesses in Trust across Public-Private sector institution

Nearly All Countries Are More Likely to Believe Innovation Is Poorly Managed Rather Than Well Managed

On average, percent who say innovation is poorly managed vs well managed



Source: 2026 Edelman Trust Barometer Global Report

Trust in brands are foundational elements for the success of platform business models and for scaling up or developing ubiquitous solutions. This trust deficit in government leaders, business leaders, journalists, and reporters is illustrated above.

GMT's initiatives for the planned year

The illustration depicts the projects, initiatives, or interventions that GMT will focus on during the financial year, as well as the themes to which they contribute.

These projects, initiatives or interventions in GMT will be continually evaluated and measured against the five themes to ensure that the entity is making progress towards achieving its Massive Transformative Purpose.



GMT Collaboration Hub

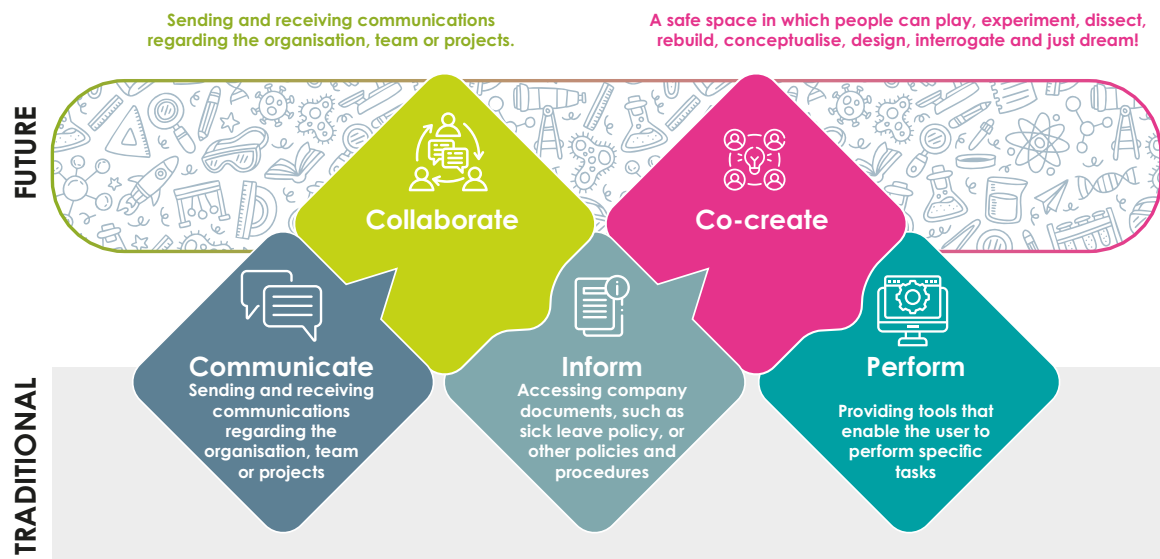
Collaboration is viewed as a key enabler of the GMT Massive Transformative Purpose.

Consequently, GMT has identified the need to establish an internal communication portal (the Collaboration Hub), which will serve as a single point of entry to GMT's workspace and systems. The hub will function as a central engine upon which several of GMT's enabling systems, platforms, and capabilities exist, including the Wellness Platform, Learning Management System, and Collaboration and Co-creation. The initiative is an important platform that will support the WCG values and champion the key transformative themes under GMT's MTP.

The primary aim of the portal will be to enable officials to connect, collaborate, and learn in an innovative and collaborative way, while providing access to tools and support services that promote a healthy work-life balance.

Users will be given the opportunity to re-imagine the future of mobility in the Western Cape and beyond, by engaging with both an electronic and an extended reality platform. The portal will, furthermore, enable officials to develop, improve and grow relevant functional and behavioural skills. The hub will be a safe space for staff to engage, play, experiment, dissect, build, conceptualise, design, interrogate and just **dream!**

Figure 25: Collaboration Hub design elements



Source: GMT Management Support Services

GMT Communication strategy

According to the results of the 2023 GMT Organisational Health Survey, employees identified communication-related challenges that required a more structured, consistent and forward-looking approach. In response, GMT developed and curated a tactical Communication Strategy, supported by a detailed implementation plan, to address current communication gaps while positioning the organisation to strengthen its brand narrative over the medium to long term.

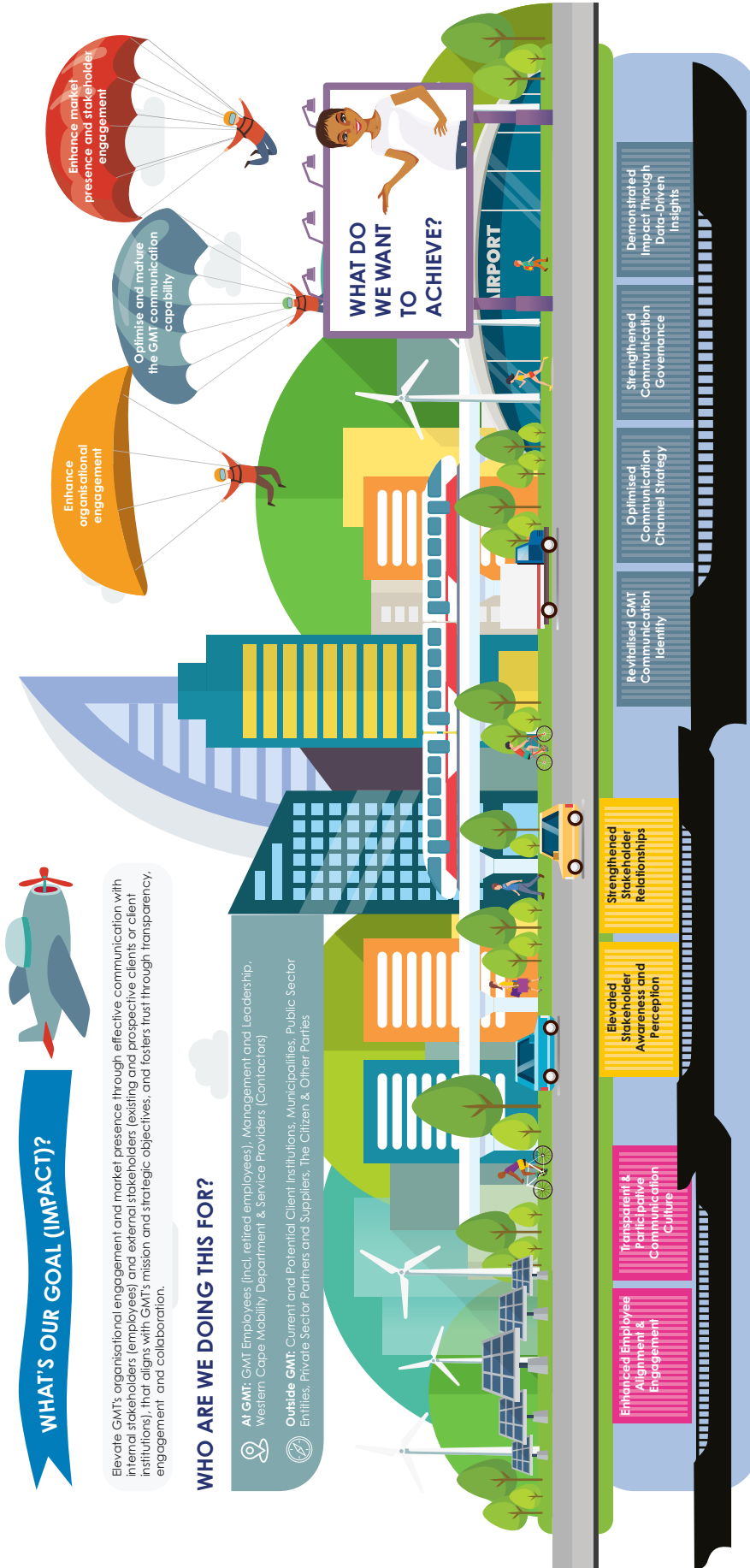
The Communication Strategy is designed to ensure that GMT not only strengthens its organisational engagement and market presence but also becomes a leader in delivering innovative mobility solutions.

Regular monitoring and adaptive strategies will keep the overall communication strategy aligned with evolving objectives and stakeholder needs. This strategy provides a structured roadmap for effective communication across all stakeholders and will be regularly revisited to ensure continued relevance and impact. The strategy also aims to be an ongoing journey of co-discovery, capturing the GMT spirit and embedding its brand language and desired behaviour within the broader GMT community in a sustainable way.

The strategy's focus areas are summarised in the following illustration.

Figure 26: GMT Communication Strategy 2025-2030 focus areas

The GMT Communication Strategy 2025-2030



5.4. Organisational environment

The **Western Cape Mobility Department (WCMD)** was established to consolidate key mobility-related functions, including **Transport Operations, Transport Regulation, Traffic Management, and Government Motor Transport (GMT)**. The department's mandate is to enhance mobility, accessibility, and safety across the province, working collaboratively with national, provincial, and local authorities as well as entities such as PRASA to address transport challenges and advance sustainable mobility outcomes.

As a chief directorate/entity within the Western Cape Mobility Department (WCMD), GMT operates in a dynamic environment where service demand continues to grow as new clients and functions are incorporated into its portfolio. GMT's core business of fleet management, leasing, and mobility services has evolved to include new solution offerings, reflecting the increasing complexity of government transport needs. The organisation last underwent a comprehensive structural review in 2015, and as part of its ten-year review cycle, GMT is now re-engaging in a new organisational structure review process. This review will ensure that GMT's structure remains fit for purpose, capable of supporting its expanding service model, and aligned with the Department's broader strategic and operational priorities.

The pace of change within the mobility and technology sectors further underscores the need for organisational agility. GMT operates in an environment characterised by rapid advances in ICT, tightening fiscal conditions, climate-related imperatives, and shifting expectations around service quality and sustainability. These pressures demand a more adaptive structure capable of responding to the province's evolving policy and operational landscape, particularly as the **client base expands through new mobility services and provincial initiatives**.

In parallel, GMT's financial and technical capacity challenges remain a focus. The organisation continues to manage complex financial reporting processes across multiple client institutions under the **Modified Cash Standard and Generally Recognised Accounting Practice (GRAP)** frameworks. The shortage of skilled and experienced finance and technical personnel has placed additional strain on operational continuity and reporting accuracy. This highlights the ongoing need for **targeted workforce strengthening** and **skills renewal** to ensure compliance, quality, and efficiency in service delivery.

A restructuring cycle within GMT occurs approximately every ten years, enabling the organisation to recalibrate its human and structural resources in line with changing demands. Engagements for the next review cycle have begun, and GMT is assessing the adequacy of its current capacity to implement its **repositioned mandate**, including its role in supporting NEV transition programmes, technology integration, and infrastructure planning. This process forms part of a broader departmental effort to align organisational design, capacity development, and performance planning with provincial strategic outcomes.

Technology will remain central to GMT's organisational evolution. Digital transformation across core systems, including fleet, finance, and mobility platforms, is improving operational visibility and decision-making. These initiatives also form part of the WCMD's broader embrace of the **Fourth Industrial Revolution**, where data integration and digital enablement are essential to responsive, citizen-oriented mobility services.

GMT also contributes to departmental priorities in supply chain management (SCM) by advancing consolidated commodity procurement and strengthening contract management processes to promote transparency, efficiency, and value for money.

Workforce development remains a key enabler of GMT's institutional resilience. The ongoing **workforce planning process** aims to address identified gaps by diversifying talent pipelines, enhancing competency-based recruitment, and implementing continuous learning interventions that equip employees with emerging skills relevant to the future of mobility. Particular emphasis is placed on

youth development, mentorship, and health and wellness support, in line with the Western Cape Government's vision for a **capable, ethical, and citizen-centred public service**.

GMT's organisational evolution is therefore guided by the principle of **fit-for-purpose readiness**, building the human, technological, and structural capacity required to support a rapidly modernising provincial mobility system. By advancing digital integration, strengthening workforce capability, and realigning its structure with operational priorities, GMT continues to position itself as a **servant leader** within the WCMD, one that combines innovation with institutional stability to deliver sustainable mobility solutions for the Western Cape.

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

Table 3: Vacancy rate as at 31 January 2026

Chief Directorate	Establishment	Filled on establishment	Vacancy rate (%)	Vacant Post
Office of Chief Director	2	1	50,00	1
Directorate: Fleet Service	126	78	38,01	48
Office of Director	2	1	50,00	1
Fleet Operations	46	33	28,26	13
Fleet Repair and Maintenance	46	27	41,30	19
Fleet Risk Management	32	17	46,87	15
Directorate: Fleet Finance	38	32	15,79	6
Office of Director	2	2	0,00	0
Management Accounting	2	2	0,00	0
Financial Accounting	30	24	20,00	6
Internal Control	4	4	0,00	0
Sub-directorate: Management Support Service	25	18	28,00	7
Office of the Deputy Director	1	1	0,00	0
Statutory Reporting and Stakeholder Relations	7	5	28,57	2
Office Support Services	11	9	18,18	2
ICT Management Support	6	3	50,00	3
Total	191	129	31,94	62

Source: Corporate Services Centre: People Management Practices

The process for filling vacancies was reviewed in response to imposed Cost of Employment constraints, and only vacant posts that line functionaries identified as critical were added to the recruitment list.

During 2025/2026–2026/2027, GMT will continue its proactive approach to guiding and providing its client institutions with mobility solutions. The entity strives to create an environment that encourages innovation and collaboration. Employees are encouraged to acquire the knowledge and skills necessary to achieve the organisation's goals and objectives.

Research and development, together with the introduction of new technologies, are given top priority in the new GMT strategy. Throughout the planning period, the entity will conduct regular reviews of its business model and organisational design.

GMT Accommodation

GMT continues to assess its accommodation and infrastructure footprint to ensure that facilities remain fit for purpose and aligned with the organisation's evolving service approach. The current Cape Town headquarters, while functional, is spatially constrained and not ideally positioned to support GMT's growing client base across the province. As service demand increases and new clients are incorporated under a more flexible, shared-use mobility support framework, the need for a more distributed operational footprint has become critical.

The future business model envisions GMT operating like a rental company, with vehicles available to clients as needed and returned after use. This model eases the operational and administrative burden on institutional clients, while GMT provides ongoing support in developing their fleet ecosystems. This includes assisting client institutions with lifecycle management and Total Cost of Ownership (TCO) planning, using the Commodity Policy framework to help ensure that institutional fleets remain efficient, sustainable, and fit for purpose. To successfully implement this service model, GMT requires strategically positioned regional hubs that enable proximity to client operations, reduce turnaround times, and improve logistical efficiency.

At present, GMT operates from **five facilities**. The main depot is in Maitland, Cape Town and regional sites, including its **first regional hub in George**. While these facilities provide a foundation for service delivery, site utilisation remains below optimal levels due to limited capacity and spatial inefficiencies. Over the **2026/27 cycle**, GMT will prioritise the **expansion and optimisation** of its accommodation network to strengthen regional accessibility and align with operational growth.

The accommodation strategy focuses on four key objectives:

1. **Expanding Regional Reach:** Establishing or enhancing hubs in strategic provincial locations to bring GMT closer to institutional clients, ensuring that vehicles, maintenance support, and administrative services are readily accessible.
2. **Optimising Site Utilisation:** Reconfiguring existing facilities to improve workflow, operational efficiency, and fleet throughput, ensuring each site contributes fully to the delivery model.
3. **Integrating Sustainable Design:** Embedding energy-efficient infrastructure, renewable energy use, and green-building principles into new and upgraded facilities to reduce environmental impact and operational costs.
4. **Enhancing Client Accessibility:** Using regional presence to improve service responsiveness, supporting the on-demand mobility model that enables clients to focus on service delivery rather than asset ownership.

This accommodation optimisation process is not merely infrastructural but **strategic**; it underpins GMT's transformation into a fully-fledged, service-oriented mobility provider for the Western Cape Government. A distributed hub network will also allow GMT to support the **New Energy Vehicle (NEV) transition**, with regional hubs serving as **charging and maintenance nodes** within the provincial NEV infrastructure rollout.

In the medium-term, GMT will continue to work with the **Department of Infrastructure** and other partners to identify suitable properties for expansion, balancing cost-efficiency with long-term operational sustainability. The focus will remain on **rationalising existing facilities**, improving access, and introducing technology-driven fleet and facilities management systems that enhance oversight and performance.

Through these efforts, GMT aims to create a **fit-for-purpose accommodation model** that mirrors its operational evolution and aligns with the Western Cape Government's broader objectives of **sustainable, accessible, and future-ready mobility**. By moving closer to its clients, optimising its infrastructure, and integrating digital and sustainable practices, GMT will enhance its capacity to deliver reliable, efficient, and environmentally conscious fleet services across the province.

GMT Employee Wellness

Total Employee Wellness is still one of GMT's primary strategic priorities, acknowledging the important link between the organisation and individual's health and wellbeing. The Department of Public Service and Administration has developed and launched the Employee Health & Wellness Strategic Framework (EHWSF) for implementation in the public service. GMT recently developed an Employee Wellness Strategy through an integrated approach that brought together various wellness initiatives and interventions from across GMT directorates.

During 2024/25, an Employee Health and Wellness Programme was piloted in GMT in collaboration with the Department of the Premier's Employee Health and Wellness unit. This programme will be rolled out into GMT through its nine newly appointed and trained Wellness Ambassadors. Their goal is to promote wellness across all units and to have a positive impact on the workplace culture and environment. Through this initiative, GMT will be able to further motivate the development and entrenchment of a culture that values a well-balanced approach to both work and personal life.

In order to ensure that the ambassadors are equipped and able to be successful in their roles, they have been provided with the following training:

- Trauma workshop;
- Self-care and Role Sustainability; and
- Conflict resolution and navigating sensitive topics.

The ambassadors will continue to be trained and upskilled to ensure that they are able to fulfil their roles and responsibilities effectively.

GMT is developing the Collaboration Hub as its internal communication portal to support WCG values and promote transformative initiatives under its MTP. The portal will allow officials to collaborate, share, create, and innovate in a safe space while providing access to tools and support services to promote a healthy **work-life balance**. It will also allow staff to develop functional and behavioural skills, contributing to the work culture and promoting healthy choices.

The portal and website are nearing completion and will be ready for launch in the new financial year.

GMT proactively encourages and promotes healthier lifestyles and attitudes to achieve Total Wellness. Within the work context, Total Wellness assesses an individual's work performance and output, and how they can be supported to achieve their goals and targets. This is done with a holistic approach that encourages individuals to contribute to the work culture positively and to make healthy choices that benefit them professionally and personally.

Project aim

Within the Total Wellness paradigm, the programme's primary aim is to initiate, activate, drive and support events, projects and interventions that promote and enhance work-life balance.

In the age of the Fourth Industrial Revolution, there remains a critical need to prioritise Total Employee Wellness, as rapid technological advancement, increased connectivity and evolving workplace demands continue to place significant pressure on employees' mental, emotional and physical wellbeing.

Technologies of all kinds are permeating all aspects of our lives, yet human interaction and intervention have not been replaced. The right technology frees humans from the burden of repetitive, mind-numbing tasks and creates the opportunity to be more creative, insightful, collaborative, and enterprising. Whether your business philosophy is informed by the 4th Industrial Revolution, the Triple Bottom Line, or the Green Economy, the principle of Employee Wellbeing remains a central theme, enabling all people to create and enjoy prosperity.

People Management has a new lease on life as an agile agent of change, an enabler, and a creative innovator, embracing and implementing technology and automation.

Project Deliverables

Key Delivery One	Integrated Holistic Wellness Programmes
Key Delivery Two	Employee Wellness Technology Deployment

Integrated Wellness Programme

The development and implementation of targeted employee wellness initiatives aligned to the eight Wellness Pillars, with a clear focus on improving organisational culture and holistic employee wellness.

The following eight mutually interdependent dimensions of wellness were identified.

8 MUTUALLY INTERDEPENDENT DIMENSIONS OF WELLNESS



This strategic investment in employee wellness directly supports GMT's broader outcomes of becoming a mobility ecosystem leader and successfully realising mobility innovation. By enhancing employee engagement, strengthening organisational culture, and boosting performance, the programme creates the internal conditions necessary for innovation to thrive. Furthermore, embedding wellness

into the fabric of GMT cultivates a workforce that is not only resilient and motivated but also equipped to contribute to thought leadership and design thinking, which are the key drivers of sustainable innovation and service excellence.

Employee Wellness Platform Deployment

The project team has successfully developed GMT’s Holistic Employee Wellness Platform, forming the foundation of a comprehensive digital ecosystem that supports staff wellness, professional development, and operational efficiency. The platform integrates the eight wellness dimensions. This will be achieved while embedding digital wellness across all elements to emphasise its benefits and potential disruptions.

This ecosystem includes four interconnected platforms:

The **Employee Wellness Platform**, which serves as a repository system is a centralised platform where employees and their line managers can access key employee data, plot track and measure wellness and performance goals and interventions.

The **Wellness Evaluation Platform** offers structured assessments that empower employees to monitor their wellness journey and track competency growth over time. It serves as a strategic tool for talent management, succession planning, and aligning individuals with job-specific competencies.

The **E-learning Platform** has been acquired to foster lifelong learning and promote professional and personal development. This is aligned with two of the strategic outcomes – Integrated Mobility Ecosystem Leadership and the Successful Realisation of Mobility Innovation. The

E-learning platform enables flexible, collaborative learning experiences. The content on the E-Learning platform will enable employees to do either formal or informal interventions.

A pilot programme, Manager of Self, has been developed as part of the implementation plan.

The **Leave Tracking Platform**, which streamlines leave applications, approvals, and reporting while supporting GMT’s transition to a paperless environment.

Employee Wellness Project Plan for 2026/2027

Aligned with our key deliverables and the interdependent dimensions of wellness, the employee wellness project will focus on targeted interventions as stipulated below:

Targeting Wellness Interventions



Physical Wellness: Healing screenings, fitness programs, ergonomic support.



Emotional Wellness: Access to counselling, stress management programs, mindfulness training.



Spiritual Wellness: Initiatives that support purpose, values, and mindfulness in the workplace.



Financial Wellness: Financial literacy workshops, retirement planning, debt management support.



Intellectual and Digital Wellness: Continuous learning, upskilling, mentorship programs. Leveraging technology to enhance productivity and overall wellness and minimising digital fatigue.



Occupational Wellness: Career development programs, leadership training, work-life balance support.



Environmental Wellness: Creating a safe, healthy, and sustainable workplace environment.



Social Wellness: Team-building activities, peer support networks, diversity and inclusion programs.

Table 4: Internal stakeholders

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

Stakeholders	Characteristics <i>i.e., knowledge of GMTs mandate, related policies and legislation, possible support, collaboration, experience and culture</i>	Influence <i>i.e., power that stakeholder has over or within GMT</i>	Interest <i>i.e., level of involvement stakeholder can have at GMT and in GMT interventions</i>	Linkages with other stakeholders <i>i.e., understanding of linkages and potential alliances with other stakeholders</i>
Executive Authority	Sets policy direction in the context of provincial political and strategic priorities	Direct influence over policy direction and decisions	Direct interest in GMT's level of service to client institutions	Engagement with executive authorities of client institutions
Accounting Officer	Approves policy direction in the context of provincial strategic priorities. Signs off on strategies, plans and budgets	Approval of policy direction, decisions and budgets	Direct interest in GMT's level of service to client institutions	Engagement with accounting officers of client institutions
Chief Financial Officer	Guides policy direction in the context of departmental priorities and prescripts	Direct influence over policy direction, decisions and budgets	Direct interest in the trading entity's financial governance	Engagement with chief financial officers of client institutions, as well as Provincial and National Treasury
GMT Management	Develops policy direction in the context of provincial strategic priorities. Compiles strategies, plans and budgets	Develops policy direction, plans and budgets	Direct control over GMT's products and service offerings to client institutions	Engagement with accounting officers and management of client institutions
GMT staff	Contribute towards and implement GMT policies. Implement 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

PART C

MEASURING OUR PERFORMANCE



Part C: Measuring our performance

1. Institutional programme performance information

GMT has taken a strategic decision to place the citizen at the centre of its mandate. It is re-examining its role in actively serving communities in the broader transformation agenda. This will be achieved by shifting the service delivery paradigm from a function-driven to a purpose-driven public service that contributes to human wellbeing.

The core function of GMT is to provide quality, integrated, and cost-effective mobility solutions to provincial and national client institutions and other entities.

To drive the implementation of its MTP, GMT is currently structured along the functional areas described below.

1.1 Directorate: Fleet Services

Purpose

The purpose of this Directorate is to manage the fleet operations of GMT. It consists of three sub-directorates:



Fleet Operations

Purpose: To manage fleet procurement, conversion and operational activities.



Fleet Repairs and Maintenance

Purpose: To ensure an effective and efficient fleet repair and maintenance service.



Fleet Risk Management

Purpose: To manage fleet crashes, losses and operational risk management.

1.2 Directorate: Fleet Services

Purpose

The purpose of this Directorate is to ensure effective financial management services for GMT. It consists of three sub-directorates:



Financial Accounting

Purpose: To ensure effective financial accounting service.



Management Accounting

Purpose: To ensure effective management accounting service.



Internal Control

Purpose: To ensure sound internal control practices.

1.3 Sub-directorate: Management Support Services

Purpose

The purpose of this sub-directorate is to provide management support services. It is sub-divided into three components:



Statutory Reporting and Stakeholder Relations

Purpose: To facilitate and coordinate business planning, marketing and communication processes and activities for GMT.



Office Support Services

Purpose: To provide office support services.



ICT Management Services

Purpose: To render an ICT management service.

1.4. Outcomes, outputs, output indicators and targets

Indicator Number	Outcome	Outputs	Output indicators	Annual targets						
				Audited/ Actual performance		Estimated performance	Medium-Term Expenditure Framework period			
				2022/23	2023/24		2024/25	2025/26	2026/27	2027/28
Chief Directorate: Government Motor Transport										
1.1	Mobility ecosystem leader	Research and evidence gathering for the review of the GMT mandate to allow innovative mobility solutions	Number of research activities carried out	-	-	NEW	2	2	2	2
1.2	Mobility ecosystem leader	An approved capability framework to identify GMT's skills requirement (insourcing & outsourcing needs)	Number of capability analysis conducted	-	-	NEW	1	1	1	1
Directorate Fleet Finance										
2.1	Mobility ecosystem leader	Effective, efficient & integrated financial management & reporting systems	Number of applicable accounting standards reporting framework conducted	-	-	NEW	1	1	1	1
Sub-Directorate: Fleet Operations										
3.1	Client-centric solutions	Provide and effective vehicle replacement service to clients	Number of vehicles allocated to client institutions	-	-	NEW	550	600	650	700
3.2	A green fleet and footprint	Percentage of New Energy Vehicles (NEV) in the fleet supporting transition towards lower-emissions and more energy-efficient mobility solutions	Number of New Energy Vehicles procured	-	-	NEW	100	115	130	145

Indicator Number	Outcome	Outputs	Output indicators	Annual targets						
				Audited/ Actual performance		Estimated performance	Medium-Term Expenditure Framework period			
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Sub-Directorate: Fleet Repairs and Maintenance										
4.1	Client-centric solutions	Repair & maintenance system development and improvements	Number of vehicle inspections carried out	3 880	3 651	4 644	2 800	2 400	2 400	2 400
Sub-Directorate Fleet Risk Management										
5.1	Mobility ecosystem leader	Manage fleet risk	Number of traffic fines processed	6 748	7 287	4 528	6 750	6 750	6 750	6 750
5.2			Number of crashes and losses incidents processed	2 779	2 688	2 529	2 800	2 800	2 800	2 800
Sub-Directorate Management Support Services										
6.1	Citizen-centric solutions	Maintaining GMT's value proposition (Research and evidence gathering/ market analysis)	Number of inward benchmarking engagements	1	1	1	2	2	2	2
6.2			Number of outward benchmarking engagements	2	2	2	2	2	2	2
6.3	Successful realisation of mobility innovation	Composable architecture adoption	Number of DPSA compliant policies implemented	-	-	NEW	1	1	1	1

1.5. Output indicators: annual and quarterly targets

No.	Output indicators	Annual target	Q1	Q2	Q3	Q4
Chief Directorate: Government Motor Transport						
1.1	Number of research activities carried out	2	-	-	-	2
1.2	Number of capability analysis conducted	1	-	-	-	1
Directorate Fleet Finance						
2.1	Number of applicable accounting standards reporting framework conducted	1	-	-	-	1
Sub-Directorate Fleet Operations						
3.1	Number of vehicles allocated to client institutions	600	-	-	-	600
3.2	Number of New Energy Vehicles procured	115	-	-	-	115
Sub-Directorate Fleet Repairs and Maintenance						
4.1	Number of vehicle inspections carried out	2 400	600	600	600	600
Sub-Directorate Fleet Risk Management						
5.1	Number of traffic fines processed	6 750	1 687	1 687	1 687	1 689
5.2	Number of crashes and losses incidents processed	2 800	700	700	700	700
Sub-Directorate Management Support Services						
6.1	Number of inward benchmarking engagements	2	-	-	-	2
6.2	Number of outward benchmarking engagements	2	-	-	-	2
6.3	Number of DPSA compliant policies implemented	1	-	-	-	1

1.6. Explanation of planned performance over the medium-term period

GMT's planned performance over the medium-term focuses on consolidating the foundations required for effective, efficient, and sustainable mobility service delivery across the Western Cape Government. The organisation's activities over the medium-term will be directed towards strengthening institutional capacity, enhancing digital integration, and advancing key mobility innovations that support the Western Cape Government's strategic objectives for energy resilience and sustainable growth.

The planned performance period will centre on three interconnected priorities:

1. **Institutional Strengthening and Capability Alignment:**

GMT will continue to strengthen its organisational capability to ensure that its structure, workforce, and governance frameworks remain aligned with its evolving service mandate. This includes addressing skills and resource gaps, improving performance management, and embedding a culture of accountability and collaboration across all directorates.

2. **Infrastructure and Systems Development:**

GMT will advance the development of its operational infrastructure to support improved service delivery and client access. This includes optimising existing facilities, expanding regional hubs, and enhancing the **Mobility Technology Ecosystem** to ensure real-time visibility, data integration, and cost-efficient fleet and financial management. These improvements will provide the technological backbone required for modernised, digitally enabled operations.

3. **Sustainable Mobility Transition:**

GMT will build on its progress towards the adoption of **New Energy Vehicles (NEVs)** and associated charging infrastructure as part of its contribution to the Western Cape's green economy and energy resilience goals. This includes piloting and integrating low-emission technologies, preparing internal systems for NEV operations, and collaborating with partners to strengthen the provincial mobility ecosystem.

In parallel, GMT will continue exploring enhancements to its rental and mobility support function, ensuring that institutional clients have timely access to vehicles through flexible, shared-use arrangements.

The medium-term focus is therefore on **institutional readiness and operational consolidation**, ensuring that GMT's investments in technology, accommodation, and human capital yield measurable improvements in service delivery, fiscal prudence, and sustainability. These actions will provide a firm foundation from which GMT can progressively advance towards its longer-term strategic vision, while remaining fully focused on achieving the outcomes of the said planning period.

While GMT is not a frontline, public-facing department, it plays a critical role in supporting public service delivery by providing reliable, efficient, and responsive fleet services and operations. IPS principles are therefore applied within GMT through service enablement, operational responsiveness, governance, and client-centred fleet management practices embedded within existing programmes.

In this context, GMT applies IPS principles in a manner appropriate to its mandate, focusing on operational efficiency, service reliability, and responsiveness to client institutions, rather than direct public interface.

1. **Executive Visibility and Responsiveness**

Executive visibility and responsiveness are achieved through existing management oversight structures, escalation processes, and operational decision-making mechanisms related to fleet availability and service delivery performance.

2. Professional and Ethical Conduct

Professional and ethical conduct is embedded within existing governance frameworks, policies, risk management, and compliance systems governing fleet operations and support services.

3. Resident (Client) Feedback Systems

Client feedback is managed through established complaints handling and service query processes, as well as engagement platforms, which inform service delivery improvements.

4. Resident Co-Creation and Participation

Client departments are engaged through existing planning and operational forums to inform service design, prioritisation, and refinement of fleet services.

5. Integrated Service Access

Integrated access to services is supported.

Outcome 1

Mobility ecosystem leader

GMT Position papers

By using practical GMT problems or challenge statements, GMT utilises critical research and development that is practical and impactful, then applying and experiencing research as a potent form of self-development that facilitates innovation and life-long learning to develop products or service specifications. Thought leadership inherently requires high degrees of authentic, critical and quality reviews, before adopting products and services.

Mobile applications

A key focus for GMT remains investing in the digitisation of client interfaces and business processes through expanding mobile applications. This will improve convenience, communication speed, and data quality, making business processes more efficient and accessible to Client Institutions.

The development of mobile applications is to enhance reliability and client access to GMT's products and services. The incorporation of integrated mobility solutions is key to GMT operations, including systems and mobile applications. These systems will be complemented by mobility platform designs capable of integrating different sources of data and ensuring global value for all of GMT's customers. This will enable a one-platform-many-customers business model for GMT, offering low-cost scalability and expansion.

Drone Strategy: Unmanned Aerial Vehicle (UAV)

The Western Cape continues to position itself as a leader in applying emerging technologies for public value and service efficiency. Building on its pioneering work in electric mobility, the province is extending this innovation pathway into **unmanned aerial systems** through the development of a **Provincial Drone Strategy**, led by GMT in partnership with key departments, academia, industry, and non-governmental stakeholders.

The initiative follows the Western Cape's milestone achievement in 2023, when it became the first province in South Africa to deploy drones for **mountain search-and-rescue operations** under a certified Remote Pilot Aircraft Systems (RPAS) licence. This achievement marked the beginning of a broader shift toward integrating drone technology into government operations to enhance mobility, safety, and service delivery outcomes.

The **Western Cape Drone Strategy** will define the institutional, regulatory, and economic framework required to establish a **Drone-as-a-Service (Daas)** model for the public sector. Under this model, GMT and partner entities will make drone capabilities available to client departments and municipalities on a subscription or usage basis, removing the need for clients to invest in their own drone infrastructure.

Services will include access to licensed drone pilots, mobile operating units, data analytics, and tailored applications designed to meet sector-specific needs, including emergency response and surveillance, infrastructure inspection, logistics, and environmental monitoring.

While the drone initiative remains in its **exploratory stages**, GMT is assessing the most suitable institutional and contractual mechanisms for implementation. To this end, GMT intends to facilitate a **provincial framework contract** that will enable institutional clients to access drone services through a centrally managed leasing and procurement arrangement. Under this model, GMT will oversee the contract, manage supplier performance, and ensure compliance with relevant procurement regulations. Client institutions will be able to participate in the provincial contract, drawing on GMT's governance, technical expertise, and support to ensure drone services are delivered efficiently and cost-effectively, in alignment with provincial objectives.

Beyond its operational benefits, the Drone Strategy represents a catalyst for **green economic development**. By linking drone technology to skills development, research, and enterprise creation, it will stimulate job opportunities in manufacturing, maintenance, data analysis, software design, and STEM education. The initiative aligns with the **Growth for Jobs (G4J)** programme's focus on innovation-driven economic growth, technology adoption, and local capability building.

Key focus areas of the envisaged Drone Strategy will include:

- **Policy and Regulatory Alignment:** Working with the South African Civil Aviation Authority (SACAA), national departments, and municipalities to establish compliant, enabling frameworks for public-sector drone use.
- **Operational Integration:** Embedding drone solutions into existing provincial service delivery systems such as emergency response, traffic management, environmental protection, and infrastructure monitoring.
- **Innovation and Skills Development:** Partnering with higher-education institutions and private operators to develop accredited training, promote research, and build a future-ready workforce.
- **Economic Development:** Creating opportunities for small businesses, start-ups, and entrepreneurs in the drone value chain from component manufacture to data-driven service provision.
- **Sustainability and Social Impact:** Promoting low-carbon technologies and ensuring that drone deployment advances environmental protection, inclusivity, and community benefit.

Through this approach, GMT aims to position the Western Cape as a national leader in the use of drone technology for public service and economic growth. The Drone Strategy will serve as both a framework and a business case for government adoption of UAV technologies, supporting a future where air-based mobility complements land-based systems to improve accessibility, efficiency, and safety for all citizens.

Outcome 2

A green fleet and footprint

Electric Vehicles /New Energy Vehicle (NEV)

The Western Cape Electric Vehicle Strategy, approved in 2021, is being revised and internally reviewed to reflect the evolving global transition towards sustainable mobility. This transition encompasses hybrid, battery electric, and hydrogen technologies. Hybrid vehicles continue to offer a pragmatic dual-fuel approach to reducing CO2 emissions while managing infrastructure constraints, and hydrogen is gaining momentum through international collaboration with global original equipment manufacturers (OEMs).

The Government Motor Transport (GMT) NEV Strategy places strong emphasis on research, innovation, and strategic collaboration as the foundation for enabling this transition. Through thought leadership,

applied research, and pilot initiatives, the GMT is ensuring that provincial planning is informed by evidence and guided by practical demonstration.

To advance these objectives, GMT has developed a structured set of projects and workstreams under its 2026/27 NEV Programme, which collectively support the province's clean mobility transition and the establishment of a resilient NEV ecosystem. Key planned activities include:

1. Data and Digital Tools for NEV Transition:

Initiate the development of a Collaborative Mobility Data Platform to consolidate mobility data across provincial and municipal partners, and a public-facing Provincial Charging Infrastructure Map to improve accessibility and transparency of charging infrastructure.

2. Fleet Electrification and Efficiency Programme:

Expansion of the Pioneer Programme to include hybrid fleet optimisation and driver behaviour analytics, strengthening fleet performance and operational efficiency through data-driven management.

3. Thought Leadership and Research:

Continued development of strategic frameworks such as the Fleet Electrification Framework and the Charging Infrastructure Implementation Plan, supported by university-led research addressing local challenges and policy alignment.

4. Alternative Fuels and Battery Sustainability:

Pilot projects to test the use of biofuels and autogas, alongside initiatives focused on lead-acid battery regeneration and the testing of swappable battery technologies.

5. R&D and Innovation Partnerships:

Strengthened partnerships with Toyota (Green Mobility Programme), the City of Cape Town (Future Mobility Partnership), and the Department of Infrastructure (Connected Mobility Infrastructure Programme). These collaborations focus on piloting alternate mobility solutions, developing integrated planning frameworks, and preparing for connected vehicle technologies.

6. Charging Infrastructure Deployment and Partnerships:

Collaboration with the Department of Infrastructure (DoI) focuses on installing and commissioning charging stations at identified Western Cape Government (WCG) facilities as part of the initial phase of implementation. This foundational phase establishes the operational baseline and provides valuable data to inform technical standards and site readiness. As the provincial NEV transition accelerates, GMT anticipates expanding the scope of its collaboration with the DoI to increase the number and geographic distribution of charging stations across the province, thereby strengthening infrastructure accessibility and supporting future fleet growth.

These projects form the foundation for a broader New Energy Vehicle Strategy that will be developed through extensive collaboration across provincial departments, municipalities, academic partners, and industry stakeholders. The strategy will extend the province's focus beyond electric vehicles to encompass hybrid and hydrogen technologies, ensuring that the Western Cape remains at the forefront of sustainable, integrated, and inclusive mobility innovation. Collectively, these interventions contribute to the Growth for Jobs (G4J) agenda by enabling jobs-rich, low-carbon economic growth through market stimulation, skills development, and innovation in the green mobility sector.

Vehicle replacement

The vehicle replacement initiative remains a key initiative of GMT to recapitalise its ageing fleet and aims to maintain a 20 percent annual fleet replacement target, focusing on client institutions' benefit from the latest technology and reducing carbon emissions. The technology in new vehicles offers

improved safety and driving assistance, while hybrid vehicles are expected to account for a significant share of new acquisitions. The initiative will focus on improving operational processes and achieving faster turnaround times.

The Western Cape Government aims for a net zero target by 2050, while the Mobility Department, specifically GMT, has set its own targets for reducing CO2 emissions and greening the fleet.

The GMT vehicle lifecycle, with the newly introduced supporting technology platform, is shown in the diagram below.

Figure 27: Vehicle replacement technology solution rollout

Integrated Vehicle Replacement Technology Solution Roll-Out



Source: Government Motor Transport Fleet Services

Fuel management

Fuel management forms a vital part of GMT's operational governance and cost-efficiency framework. The system is integrated and operational within the Integrated Transport System (ITS), GMT's enterprise platform managing the complete vehicle lifecycle, including Repairs and Maintenance (R&M), vehicle replacements, vehicle preparation, and disposals.

Through this integration, GMT maintains real-time oversight of all fuel transactions, enabling improved visibility, control, and accountability across the provincial fleet. The ITS platform supports data-driven decision-making, enabling proactive identification of consumption anomalies and continuous optimisation of fuel usage patterns.

During the 2026/27 financial year, GMT will focus on further enhancing its fuel management efficiency through the following key actions:

- **Mobile and Digital Process Enhancement:**

Expanding the use of mobile applications and digital workflows within the ITS environment to strengthen real-time visibility, streamline authorisation processes, and replace remaining manual interventions with automated functions.

- **Enhanced Fuel Risk Indicators and Governance Controls:**

Refining and applying advanced fuel risk indicators within ITS to strengthen early detection, improve data accuracy, and enhance overall governance oversight.

- **Optimised Integration with the Fuel Card Service Provider:**

Enhancing data synchronisation and reconciliation processes between ITS and the external fuel card service provider to streamline transaction reporting, improve cost recovery accuracy, and enable more efficient business processes.

These ongoing improvements ensure that GMT's fuel management operations remain robust, transparent, and aligned with the Western Cape Government's broader goals of digital transformation, fiscal prudence, and sustainable mobility management. The continuous enhancement of ITS functionality positions GMT at the forefront of integrated, data-driven fleet operations within the provincial public sector.

GMT financial and governance frameworks

GMT has consistently achieved an “unqualified with no findings” audit result for the past thirteen years, demonstrating the effectiveness of its internal control processes in the preparation of financial statements, the reliability of performance information, and compliance with governance prescripts.

The trading entity will maintain its focus on sustaining a strong financial position. The financial governance framework is reviewed annually to ensure alignment with applicable accounting standards and compliance with financial reporting governance requirements. GMT’s internal control function will continue to oversee and ensure strict adherence to governance and compliance regulations.

Benchmarking

GMT’s commitment to operational excellence is underpinned by its ongoing efforts to benchmark performance, efficiency, and service quality against recognised leaders in the public mobility sector. As one of South Africa’s leading public fleet operators, GMT continually evaluates its systems, processes, and service outcomes to ensure that it provides the **best possible service at the best possible value** to its client institutions and, ultimately, the citizens of the Western Cape.

The benchmarking approach recognises that meaningful comparison must take into account **contextual and technological differences** across organisations. Factors such as service scope, digital maturity, conversion capabilities, and operational models vary significantly across institutions. As such, GMT’s benchmarking process focuses on **comparable operational parameters**, ensuring that evaluations are relevant, evidence-based, and aligned with the organisation’s functional environment.

Through this measured approach, GMT seeks to refine its performance standards, validate operational efficiency, and identify opportunities for innovation and learning. The emphasis is not solely on cost comparison but on **value creation, sustainability, and quality of service**. Benchmarking also serves as a diagnostic tool to highlight areas where technological investment, workforce capability, or process redesign can deliver measurable performance improvement.

By embedding benchmarking into its strategic management framework, GMT strengthens its ability to adapt, grow, and lead within an evolving mobility landscape. The insights gained from comparative analysis will continue to inform strategic planning, guide innovation, and ensure that GMT remains a **benchmark of excellence** in the delivery of sustainable, efficient, and future-ready mobility solutions.

Stakeholder Relationships

Strong and enduring stakeholder relationships remain central to GMT’s ability to deliver reliable, client-focused, and future-ready mobility solutions. The organisation recognises that the **closer it is to its clients, the better it can anticipate needs, respond to challenges, and co-create effective solutions** that advance the collective objectives of the Western Cape Government.

Over the 2026/27 period, GMT will continue to strengthen collaboration and engagement with its stakeholders, including provincial departments, municipalities, academic partners, and industry collaborators, to enhance service quality and institutional responsiveness. These relationships are built on trust, transparency, and mutual value creation, ensuring that GMT remains a **preferred partner for sustainable mobility** within the public sector.

By maintaining open channels of communication and embedding continuous engagement into its operations, GMT ensures that stakeholder feedback directly informs decision-making, service improvements, and strategic planning. This approach enhances institutional alignment, fosters shared accountability, and supports innovation through collaborative problem-solving.

Key priorities for stakeholder relationship management include:

- **Proximity and Responsiveness:**

Deepening engagement with client departments and partners through regular consultations, regional collaboration forums, and direct service interaction, ensuring GMT's presence is both visible and accessible across the province.

- **Trust and Partnership Development:**

Strengthening relationships through transparent communication, consistent delivery, and a focus on co-created solutions that align with shared mobility goals and institutional needs.

- **Knowledge Sharing and Learning:**

Promoting life-long learning through blended knowledge platforms and strategic partnerships that build capacity, support innovation, and enhance public-sector mobility expertise.

- **Integrated Tactical Communication:**

Advancing GMT's tactical strategies in **communication, client engagement, wellness, marketing, and benchmarking** to reinforce a culture of collaboration and continuous improvement.

Through these efforts, GMT seeks to position stakeholder relationships not merely as supporting functions, but as **core strategic enablers of effective** mobility service delivery. By remaining close to its clients and responsive to their evolving needs, GMT will continue to strengthen trust, collaboration, and institutional resilience, ensuring that its services deliver real value to both government and citizens.

Regional hubs

The expansion and optimisation of **regional hubs** represent a critical component of GMT's strategy to enhance accessibility, efficiency, and service responsiveness across the province. As the organisation adapts its operations to support flexible, shared-use mobility services, the need to operate closer to clients has become essential to improving turnaround times, supporting fleet availability, and reducing logistical costs.

Regional hubs are designed to serve as **multi-functional operational centres** that combine vehicle preparation, maintenance coordination, administrative support, and client engagement functions. This approach enables GMT to deliver decentralised services while maintaining consistent governance and quality standards across all locations.

During the **2026/27 period**, GMT will continue implementing its **regional accommodation and infrastructure plans**, focusing on strengthening its existing footprint and identifying new locations that align with institutional client demand. The **George regional hub**, established as the first of its kind, will serve as a model for replication in other districts, demonstrating the operational and service delivery benefits of regional accessibility.

The regional hub strategy directly supports the Western Cape Government's **Medium-Term Development Plan (MTDP)** priority on **Inclusive Growth and Job Creation**, particularly through:

- **Infrastructure Investment:**

Expanding and optimising provincial fleet facilities to accommodate modern fleet operations, energy-efficient systems, and future NEV charging infrastructure.

- **Service Accessibility:**

Bringing GMT services closer to clients, improving vehicle turnaround times, and supporting institutional mobility in regions beyond the Cape Town metropole.

- **Employment and Skills Development:**

Creating local employment and upskilling opportunities through regional operations, maintenance support, and emerging green mobility services.

- **Sustainability Integration:**

Embedding energy-efficient design and renewable energy use in facility upgrades to support the province's transition to low-carbon operations.

By developing a network of regional hubs, GMT will improve operational efficiency, reduce downtime, and enhance client satisfaction while contributing to local economic participation. These hubs will also play an important role in supporting the **New Energy Vehicle (NEV) transition**, serving as decentralised nodes for future charging and maintenance infrastructure.

The continued rollout of regional hubs under the **GMT Strategy 2025–2030** will strengthen the organisation's capacity to deliver on its mandate, reinforce its service-oriented business model, and position it as a key driver of infrastructure-led economic development and job creation within the Western Cape.

Outcome 4	Successful realisation of mobility innovation
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Mobility Laboratory

Both GMT and the Mobility Department at large face significant systemic challenges that require them to adapt and innovate, as traditional views and models for addressing mobility challenges no longer suffice. It calls for GMT to continue to invest in holistic views of perspectives to ensure optimal effectiveness of its core business while also exploring business adjacencies. The Mobility Laboratory serves as a catalyst for long-term organisational success by fostering innovation and collaboration. It must purposefully seek out "disruptive solutions" designed to be citizen-centric across the mobility landscape, whilst ensuring optimal operations are foremost.

GMT ICT Systems Roadmap

In the 2026/27 financial year, GMT will continue implementing its ICT Systems Roadmap in alignment with its 2025–2030 Strategic Plan and the Western Cape Government's (WCG) digital transformation agenda. The roadmap outlines GMT's journey toward a secure, integrated, and intelligent digital ecosystem that strengthens operational excellence, data-driven decision-making, and service delivery across all GMT business lines.

The roadmap prioritises technology modernisation and risk reduction, focusing on the renewal of core systems, enhanced multi-cloud connectivity, and strengthened ICT resilience and continuity. Parallel to this, GMT is advancing its data and information management capabilities, improving interoperability and integration across platforms to support secure data sharing and analytics. These initiatives align closely with the province-wide Data Governance Policy Framework (DGPF), ensuring that GMT's digital assets are managed in accordance with provincial standards and best practices.

A key component of the roadmap is enabling smart mobility solutions. This includes the continued rollout and enhancement of the Intelligent Transport System (ITS), which applies emerging technologies to deliver real-time insights into fleet utilisation, driver performance, and operational efficiency. Complementary innovations, such as the development of the GMT Mobility App, are designed to strengthen the broader mobility ecosystem, enhance service value for client institutions, and contribute to more efficient government transport management.

GMT's digital evolution is underpinned by a shift toward an agile, research-led, and innovation-driven organisation. Through sustained investment in research, prototyping, and the application of composable architecture principles, GMT is embedding a culture of experimentation and continuous

improvement – allowing it to respond dynamically to client and operational needs while contributing to the WCG's broader mobility vision.

Within the WCG's transversal ICT governance and security framework, co-ordinated by the Department of the Premier (DotP) through the Centre for e-Innovation (Ce-I), GMT aligns to the Corporate Governance of ICT Policy Framework (CGICTPF) and national DPSA guidelines. Governance, accountability, and oversight are ensured through structures such as the planned GMT ICT Design Authority, which will be aligned with the WCMD ICT Steering Committee and the ICT Audit Committee. These governance bodies will continue to provide assurance that ICT investments remain compliant, auditable, and strategically aligned to provincial objectives.

The implementation of GMT's Enterprise Architecture Framework, incorporating a composable architecture model and DevSecOps approach, will further embed structured governance into technology development and integration. This ensures that security, scalability, and modularity are managed as unified, iterative processes supporting the creation of reusable, secure, and interoperable digital capabilities across GMT platforms.

Cybersecurity and ICT risk management remain central to GMT's ICT posture. In collaboration with DotP, GMT will continue to leverage centrally managed cybersecurity services, including threat detection, endpoint protection, and incident response, complemented by internal measures such as ICT continuity planning, access governance, and privileged identity management. Together, continuous strengthening of these capabilities will enhance and reinforce audit readiness, system resilience, and data integrity across GMT's expanding multi-cloud environment.

Through this integrated approach to governance, security, and innovation, GMT's ICT function remains a trusted strategic enabler of the organisation's mission in delivering reliable, compliant, and future-ready digital services that advance the Mobility Department's transformation and the Western Cape Government's digital future.

GMT's multi-cloud strategy

GMT is embracing a multi-cloud approach to enhance flexibility and resilience in its digital ecosystem. This strategy aims to mitigate vendor lock-in, leverage best-of-breed solutions, and negotiate better terms with cloud providers. The company plans to implement updated cybersecurity measures and improve resilience in case of cloud platform compromises. The transition is a multi-year journey that requires commitment and alignment with evolving technology and business contexts.

2. Programme resource considerations

2.1. Summary of revenue

GMT's operations are mainly funded through daily and kilometre tariff charges paid by client institutions for the use of the vehicle fleet. These tariffs are reviewed annually, and adjustments must be authorised by the Provincial Treasury.

Other revenue sources are generated from Revenue from Exchange Transactions and Revenue from Non-Exchange Transactions.

2.2. Payments and estimates

Table 5: Payments and estimates for GMT Trading Entity.

Government Motor Transport	Outcome			Approved Main	Adjusted Budget	Revised Estimate	Medium-Term estimate			% Change from Revised Estimate
	Audited	Audited	Audited				4.1%	4.4%	4.5%	
	2022/23	2023/24	2024/25	2025/26	2025/26	2025/26	2026/27	2027/28	2028/29	2025/26
Fleet Operations	945 750	992 074	1 371 190	1 717 056	2 289 198	2 289 198	1 748 407	1 824 637	1 906 564	(23.62)
Total payments and estimates	945 750	992 074	1 371 190	1 717 056	2 289 198	2 289 198	1 748 407	1 824 637	1 906 564	(23.62)

Table 6 shows the summary of payments and estimates per economic classification.

Table 6: Payments and estimates per economic classification: on.										
Economic classification R'000	Outcome			Approved main	Adjusted budget	Revised estimate	Medium-term estimate			% Change from Revised estimate
	Audited	Audited	Audited				4,1%	4,4%	4,5%	
	2022/23	2023/24	2024/25				2026/27	2027/28	2028/29	
Operating Budget	607 932	654 998	699 734	914 494	837 982	837 982	943 042	984 159	1 028 348	12,54
Administrative expenditure	26 846	29 601	32 026	59 649	60 316	60 316	60 007	62 624	65 435	(0,51)
Staff costs	52 795	56 073	57 969	77 188	77 188	77 188	80 279	83 779	87 541	4,00
Operating expenditure	462 924	483 885	522 930	686 348	609 168	609 168	707 002	737 827	770 955	16,06
Depreciation	23 030	30 089	32 586	33 629	33 629	33 629	35 040	36 568	38 210	4,20
Amortisation	10 182	22 898	26 666	28 670	28 670	28 670	29 895	31 198	32 599	4,27
Accident and losses	4 864	9 824	4 931	4 166	4 166	4 166	4 936	5 151	5 382	18,48
Operating leases	27 292	22 628	22 627	24 845	24 846	24 846	25 884	27 013	28 225	4,18
Capital asset expenditure	337 818	337 076	671 457	802 562	1 451 216	1 451 216	805 365	840 478	878 216	(44,50)
Total economic classification	945 750	992 074	1 371 190	1 717 056	2 289 198	2 289 198	1 748 407	1 824 637	1 906 564	(23,62)

3. Key risks and risk mitigations

Outputs	Key risk	Risk mitigation
1.1 Research and evidence gathering for the review of the GMT mandate to allow innovative mobility solutions	<ul style="list-style-type: none"> Reliance or dependence on DotP and National Treasury to sanction new mandate. 	<ul style="list-style-type: none"> Engagement with DotP and National Treasury.
1.2 An approved capability framework to identify GMT's skills requirement (insourcing & outsourcing needs)	<ul style="list-style-type: none"> Inadequate resourcing capability and budget constraints. 	<ul style="list-style-type: none"> Engagement with DotP for organisational design requirements and budget.
	<ul style="list-style-type: none"> Unclear/inconsistent criteria for determining insourcing vs. outsourcing decisions. 	<ul style="list-style-type: none"> Put in place a structured decision-making framework with cost-benefit analyses, impact assessments (strategic/ operational), and performance tracking mechanisms.
	<ul style="list-style-type: none"> Over-reliance on outsourcing leading to loss of institutional knowledge. 	<ul style="list-style-type: none"> Implement knowledge transfer mechanisms and ensure that key expertise is retained within GMT.
	<ul style="list-style-type: none"> Limited availability of specialised skills in the market for insourcing critical functions. 	<ul style="list-style-type: none"> Develop targeted training programmes, partner with academic institutions and develop talent retention strategies to build internal capacity.
	<ul style="list-style-type: none"> Delays in the approval and implementation of the capability framework/restructuring. 	<ul style="list-style-type: none"> Establish a clear roadmap with defined milestones and engage DotP & other key stakeholders early in the process.
	<ul style="list-style-type: none"> Resistance to change from existing employees regarding upskilling and restructuring efforts. 	<ul style="list-style-type: none"> Develop change management initiatives, including clear communication and skills development programmes.

Sub-Directorate: Fleet Operations		
3.1 Provide an effective vehicle replacement service to clients	<ul style="list-style-type: none"> Vehicles losing value without generating adequate income. 	<ul style="list-style-type: none"> Monitoring of usage through utilisation reports and expanding the fleet pool.
	<ul style="list-style-type: none"> Delayed vehicle replacement cycles leading to increased maintenance costs and operational inefficiencies. 	<ul style="list-style-type: none"> Implement data-driven fleet lifecycle management strategies to optimise replacement timelines.
3.2 Percentage of New Energy Vehicles (NEV) in the fleet	<ul style="list-style-type: none"> Procurement delays due to reliance on national transversal contracts or supply chain disruptions. 	<ul style="list-style-type: none"> Engage proactively with suppliers, explore alternative procurement channels, and maintain buffer stock for high-demand vehicle categories.
	<ul style="list-style-type: none"> Mismatch between fleet composition and client needs, leading to underutilisation or excess stock. 	<ul style="list-style-type: none"> Conduct periodic demand analysis and client consultations to align fleet composition with usage patterns.
	<ul style="list-style-type: none"> Availability of NEVs in the South African market. 	<ul style="list-style-type: none"> Engagement with vehicle manufacturers and Department of Trade, Industry and Competition (DTIC).
	<ul style="list-style-type: none"> Limited charging infrastructure to support NEV adoption. 	<ul style="list-style-type: none"> Partner with public & private entities to expand charging networks, invest in mobile charging solutions, and explore renewable energy integration.
	<ul style="list-style-type: none"> Electricity supply constraints affecting vehicle operation. 	<ul style="list-style-type: none"> Recommend renewable energy-based charging & install backup battery storage at key facilities.
	<ul style="list-style-type: none"> Skill shortages in NEV maintenance and servicing. 	<ul style="list-style-type: none"> Develop specialized training programmes, collaborate with OEMs to upskill technicians and form partnerships with higher education institutions.
	<ul style="list-style-type: none"> Resistance to change from clients and fleet users. 	<ul style="list-style-type: none"> Implement change management programmes that include hands-on demonstrations and highlighting of NEV cost savings and environmental benefits to encourage adoption.

Sub-Directorate: Fleet Repairs and Maintenance		
4.1 Repair & maintenance system development and improvements	<ul style="list-style-type: none"> Inadequate capacity and systems to monitor vehicle conditions. 	<ul style="list-style-type: none"> Use of technology to prompt and aid vehicle inspections. Regular and effective maintenance and repairs.
	<ul style="list-style-type: none"> Limited integration between repair & maintenance systems and fleet management systems, leading to inefficiencies. 	<ul style="list-style-type: none"> Ensure seamless integration of repair & maintenance systems with fleet tracking and management platforms for real-time monitoring.
	<ul style="list-style-type: none"> Delayed response times for repairs due to backlog or inefficient scheduling. 	<ul style="list-style-type: none"> Implement predictive maintenance strategies and prioritise repairs based on data-driven analytics to reduce downtime.
	<ul style="list-style-type: none"> Inconsistent data entry and monitoring, leading to inaccurate maintenance records. 	<ul style="list-style-type: none"> Introduce automated data collection processes and enforce quality assurance checks for accurate record-keeping.

Sub-Directorate: Fleet Risk Management		
5.1 Manage fleet risk	<ul style="list-style-type: none"> Systems integration and changing legislation. 	<ul style="list-style-type: none"> Development of system Application Programming Interfaces.

Directorate: Fleet Finance		
2.1 Effective, efficient & integrated financial management & reporting systems	<ul style="list-style-type: none"> Internal capacity and systems constraints. 	<ul style="list-style-type: none"> Review of GMT's organisational design and ICT Plan.

Sub-Directorate: Management Support Services		
6.1 Maintaining GMT's value proposition (Research and evidence gathering/ market analysis)	<ul style="list-style-type: none"> Lack of comparable entities. 	<ul style="list-style-type: none"> International benchmarking and research.
	<ul style="list-style-type: none"> Limited access to accurate and up-to-date market data. 	<ul style="list-style-type: none"> Establish partnerships with research institutions, industry bodies, and government agencies for reliable data access.
	<ul style="list-style-type: none"> Rapidly changing mobility trends and technologies, making benchmarking obsolete. 	<ul style="list-style-type: none"> Implement a continuous market scanning process and adopt agile research methodologies to stay ahead of industry shifts.
	<ul style="list-style-type: none"> Inconsistent stakeholder engagement in research and value proposition refinement. 	<ul style="list-style-type: none"> Develop structured stakeholder consultation forums to gather insights and validate research findings regularly.
	<ul style="list-style-type: none"> Potential misalignment between research focus and client needs. 	<ul style="list-style-type: none"> Conduct regular client surveys and needs assessments to ensure research aligns with service delivery objectives.
6.2 Accommodation and Infrastructure	<ul style="list-style-type: none"> Inadequate facilities or unresolved accommodation constraints limit operational capacity leading to inefficient workflows, storage challenges, and service delays. 	<ul style="list-style-type: none"> Collaboration with DoI on sustainable design integration and implementation of Accommodation and Infrastructure Optimisation Plan.
6.3 Composable architecture adoption	<ul style="list-style-type: none"> Complexity in integration with existing legacy systems. 	<ul style="list-style-type: none"> Develop a phased migration strategy, ensuring interoperability through application programming interface-driven integration and middleware solutions.
	<ul style="list-style-type: none"> Limited internal expertise and skills to implement and manage composable architecture. 	<ul style="list-style-type: none"> Invest in targeted skills development, upskill existing IT teams, and engage with external specialists where necessary.
	<ul style="list-style-type: none"> Resistance to change from internal stakeholders due to unfamiliarity with composable systems. 	<ul style="list-style-type: none"> Conduct change management initiatives, training programmes, and clear communication on the benefits of composable architecture.
	<ul style="list-style-type: none"> Vendor lock-in when relying on proprietary composable architecture solutions. 	<ul style="list-style-type: none"> Prioritise open standards and modular, vendor-agnostic solutions to ensure flexibility and long-term adaptability.
	<ul style="list-style-type: none"> Misalignment with business objectives due to fragmented system components. 	<ul style="list-style-type: none"> Ensure close collaboration between ICT and Directorates, aligning architectural decisions with strategic outcomes.

4. Public entities

Government Motor Transport operates as a trading entity within the administration of the Western Cape Mobility Department.

5. Infrastructure projects

While GMT does not implement infrastructure projects by itself, the entity contributes in co-creating infrastructure projects with the DoI through the provision of mobility solutions in the infrastructure space.

6. Public-private partnerships

GMT has no public-private partnerships.

PART D

TECHNICAL INDICATOR DESCRIPTION



Part D:

Technical Indicator Description

Indicator number	1.1
Indicator title	Number of research activities carried out
Short definition	A review of GMT's mandate is required to take account of the broader remit GMT needs to enable its future innovation focus.
Purpose	To enable innovative mobility solutions
Key beneficiaries	Client institutions, GMT and citizens
Source of data	Systems, data platforms
Data limitations	None
Assumptions	The necessary regulatory framework exists permitting GMT to expand its scope to enable a fit-for-future focus
Means of verification (POE)	GMT Mandate, Legislative Policies and reports
Portfolio of Evidence (POE) Availability	Reports and/or submissions in SharePoint–OpenText-ECM
Method of calculation	Quantitative
Calculation type	<input type="checkbox"/> Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <p><input type="checkbox"/> YES <input checked="" type="checkbox"/> NO</p> <p>If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <p><input type="checkbox"/> Households and Human Development</p> <p><input type="checkbox"/> Cohesive Communities</p> <p><input type="checkbox"/> Youth Agency and Preparedness</p> <p><input type="checkbox"/> Economic and Growth Opportunities</p> <p>Is this a Demand-Driven Indicator?</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Is this a Standardised indicator?</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates:</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
Indicator responsibility	Chief Director: Government Motor Transport
Spatial transformation	Not applicable

Disaggregation of beneficiaries – human rights groups	Target for women:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
	Target for children	Not applicable
	<input checked="" type="checkbox"/> None of the above	
Medium-Term Development Plan (MTDP)	(Multiple selections can be made) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input checked="" type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"	
Provincial Strategic Plan	(Multiple selections can be made) <input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Health & Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above	
Key deliverables measured for delivery	Yes – (GMT Strategic Plan)	

Indicator number	1.2
Indicator title	Number of capability analysis conducted
Short definition	Identifying GMT's skills requirement for insourcing and outsourcing capability needs
Purpose	To enable GMT to develop a fit-for-the-future capability framework
Key beneficiaries	Client institutions, GMT and citizens
Source of data	Systems, data platforms
Data limitations	None
Assumptions	Availability of required and suitable skills critically needed to realise GMT's strategy.
Means of verification (POE)	Capability analysis reports and related management submissions.
Portfolio of Evidence (POE) Availability	Reports and/or submissions in SharePoint–OpenText-ECM
Method of calculation	Quantitative
Calculation type	Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	Is this a Service Delivery Indicator? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	Is this a Demand-Driven Indicator? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Is this a Standardised indicator? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Indicator responsibility	Chief Director: Government Motor Transport	
Spatial transformation	Not applicable	
Disaggregation of beneficiaries – human rights groups	Target for women:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
	Target for children	Not applicable
	<input checked="" type="checkbox"/> None of the above	
Medium-Term Development Plan (MTDP)	(Multiple selections can be made) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation Strategic Priority 2: Reduce poverty and tackle the high cost of living <input checked="" type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"	
Provincial Strategic Plan	(Multiple selections can be made) <input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input checked="" type="checkbox"/> Educated, Health & Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above	
Key deliverables measured for delivery	Yes – (GMT Strategic Plan)	

Indicator number	2.1
Indicator title	Number of applicable accounting standards reporting framework conducted
Short definition	Establish and maintain a sound financial management framework and processes to ensure a stable financial governance environment, utilising applicable accounting standards and reporting frameworks.
Purpose	To maintain a sound financial and governance environment.
Key beneficiaries	Client institutions and GMT
Source of data	AGSA Reports, Audit committee feedback channels
Data limitations	Potential access to credible and accurate financial data.
Assumptions	Sound financial management and practices.
Means of verification (POE)	Annual Financial Statements, Annual Reports, AGSA reports
Portfolio of Evidence (POE) Availability	Signed Annual Financial Statements, Annual Reports, AGSA audit reports and related financial governance documentation stored on SharePoint / OpenText ECM.
Method of calculation	Quantitative
Calculation type	<input type="checkbox"/> Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target

Type of indicator	Is this a Service Delivery Indicator? <input type="checkbox"/> No <input checked="" type="checkbox"/> Yes	
	If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input checked="" type="checkbox"/> Economic and Growth Opportunities	
	Is this a Demand-Driven Indicator? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
	Is this a Standardised indicator? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Spatial location of indicator	Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Indicator responsibility	Deputy Director: Fleet Finance	
Spatial transformation	Not applicable	
Disaggregation of beneficiaries – human rights groups	Target for women:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
	Target for children	Not applicable
	<input checked="" type="checkbox"/> None of the above	
Medium-Term Development Plan (MTDP)	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input checked="" type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"	
Provincial Strategic Plan	<input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Health & Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above	
Key deliverables measured for delivery	Yes – (Fleet Finance, Annual Report)	

Indicator number	3.1
Indicator title	Number of vehicles allocated to client institutions
Short definition	Improve efficiency of the government vehicle fleet through effective fleet management and provision of quality services
Purpose	Effectively utilised vehicle fleet
Key beneficiaries	Client institutions, GMT and citizens
Source of data	Systems
Data limitations	None
Assumptions	Safe, reliable and accessible vehicles
Means of verification (POE)	Reports and actual vehicles
Portfolio of Evidence (POE) Availability	GMT fleet management system reports in SharePoint–OpenText-ECM

Method of calculation	Quantitative	
Calculation type	<input type="checkbox"/> Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative	
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually	
Desired performance	<input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target	
Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> YES (Indirect) <input type="checkbox"/> NO	
	If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input checked="" type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities	
	Is this a Demand-Driven Indicator? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
	Is this a Standardised indicator? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Spatial location of indicator	Number of locations: <input type="checkbox"/> Single location <input checked="" type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Indicator responsibility	Deputy Director: Fleet Operations	
Spatial transformation	Not applicable	
Disaggregation of beneficiaries – human rights groups	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 children	Indirect via client institutions
	<input checked="" type="checkbox"/> None of the above	
Medium-Term Development Plan (MTDP)	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input checked="" type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"	
Provincial Strategic Plan	(Multiple selections can be made) <input type="checkbox"/> G4J <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Educated, Health & Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above	
Key deliverables measured for delivery	Yes – (Fleet Operations)	

Indicator number	3.2	
Indicator title	Number of New Energy Vehicles procured	
Short definition	Improve efficiency of the government vehicle fleet through effective fleet management, the provision of quality services and reduction in CO ₂ emissions in support of WCCCRS Implementation Plan's Objective 2.	
Purpose	To reduce CO ₂ emissions footprint of the vehicle fleet	
Key beneficiaries	Client institutions, GMT and citizens	
Source of data	Systems	
Data limitations	None	
Assumptions	Safe, reliable and accessible vehicles	
Means of verification (POE)	Approved procurement and contract documentation; vehicle delivery and acceptance records; fleet asset register and fleet management system reports confirming the procurement and onboarding of New Energy Vehicles.	
Portfolio of Evidence (POE) Availability	GMT Fleet Management System reports, procurement records and asset registers stored in SharePoint–OpenText–ECM.	
Method of calculation	Quantitative	
Calculation type	<input type="checkbox"/> Cumulative: <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative	
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually	
Desired performance	<input checked="" type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target	
Type of indicator	<p>Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> YES (Indirect) <input type="checkbox"/> NO</p> <p>If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input checked="" type="checkbox"/> Economic and Growth Opportunities <p>Is this a Demand-Driven Indicator? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Is this a Standardised indicator? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>	
Spatial location of indicator	<p>Number of locations: <input type="checkbox"/> Single location <input checked="" type="checkbox"/> Multiple locations</p> <p>Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates:</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p>	
Indicator responsibility	Deputy Director: Fleet Operations	
Spatial transformation	Not applicable	
Disaggregation of beneficiaries – human rights groups	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 children	Indirect via client institutions
	<input checked="" type="checkbox"/> None of the above	

Medium-Term Development Plan (MTDP)	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input checked="" type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input checked="" type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"
Provincial Strategic Plan	(Multiple selections can be made) <input checked="" type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Health & Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Key deliverables measured for delivery	Yes – (Fleet Operations)

Indicator number	4.1
Indicator title	Number of vehicle inspections carried out
Short definition	Regular inspections are required to ensure quality, value for money and well-kept fleet
Purpose	A well-kept fleet will prevent unnecessary vehicle down time and disruption of services
Key beneficiaries	Client institutions, GMT and citizens
Source of data	Inspection reports
Data limitations	None
Assumptions	GMT is in process to procure vehicles with Motor Plans. It is envisaged that the quality assurance inspections will decrease due to OEM involvement to verify repair work covered under the Motor Plans.
Means of verification (POE)	Completed vehicle inspection reports; quality assurance and actual vehicles inspections
Portfolio of Evidence (POE) Availability	GMT fleet management system reports in SharePoint–OpenText-ECM
Method of calculation	Quantitative
Calculation type	<input type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input type="checkbox"/> Higher than target <input type="checkbox"/> On target <input checked="" type="checkbox"/> Lower (less is more) than target
Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> YES (Indirect) <input type="checkbox"/> NO If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input checked="" type="checkbox"/> Economic and Growth Opportunities Is this a Demand-Driven Indicator? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Is this a Standardised indicator? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Spatial location of indicator	Number of locations: <input type="checkbox"/> Single location <input checked="" type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Indicator responsibility	Deputy Director: Fleet Repairs and Maintenance	
Spatial transformation	Not applicable	
Disaggregation of beneficiaries – human rights groups	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 children	Indirect via client institutions
	<input checked="" type="checkbox"/> None of the above	
Medium-Term Development Plan (MTDP)	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input checked="" type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"	
Provincial Strategic Plan	(Multiple selections can be made.) <input checked="" type="checkbox"/> G4J <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Educated, Health & Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above	
Key deliverables measured for delivery	Yes – (Fleet Repairs and Maintenance)	

Indicator number	5.1
Indicator title	Number of traffic fines processed
Short definition	Traffic violations addressed to the fleet proxy are followed up with clients.
Purpose	The traffic offences are redirected in the names of the responsible drivers and clients are issued with the necessary management reports.
Key beneficiaries	Client institutions, GMT and citizens
Source of data	Surveys report – count of violations processed
Data limitations	None
Assumptions	Processed traffic violations
Means of verification (POE)	Reports of violations processed
Portfolio of Evidence (POE) Availability	GMT fleet management system reports in SharePoint–OpenText-ECM
Method of calculation	Quantitative
Calculation type	<input type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input type="checkbox"/> Higher than target <input type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target
Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> YES (Indirect) <input type="checkbox"/> NO
	If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input checked="" type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities
	Is this a Demand-Driven Indicator? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Is this a Standardised indicator? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Spatial location of indicator	Number of locations: <input type="checkbox"/> Single location <input checked="" type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Indicator responsibility	Deputy Director: Fleet Risk Management	
Spatial transformation	Not applicable	
Disaggregation of beneficiaries – human rights groups	Target for women:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
	Target for children	Not applicable
	<input checked="" type="checkbox"/> None of the above	
Medium-Term Development Plan (MTDP)	(Multiple selections can be made.) <input type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input checked="" type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"	
Provincial Strategic Plan	(Multiple selections can be made.) <input type="checkbox"/> G4J <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Educated, Health & Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above	
Key deliverables measured for delivery	Yes – (Fleet Risk Management)	

Indicator number	5.2
Indicator title	Number of crashes and losses incidents processed
Short definition	The reporting and administration of crashes and losses incidents reported by following business processes
Purpose	To ensure a fully operational vehicle fleet.
Key beneficiaries	Client institutions, GMT and citizens
Source of data	Systems
Data limitations	None
Assumptions	Processed crashes and losses incidents
Means of verification (POE)	Case files, accidents and losses reports
Portfolio of Evidence (POE) Availability	GMT fleet management system reports in SharePoint–OpenText-ECM
Method of calculation	Quantitative
Calculation type	<input type="checkbox"/> Cumulative <input checked="" type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input type="checkbox"/> Non-cumulative
Reporting cycle	<input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input type="checkbox"/> Annually
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target

Type of indicator	Is this a Service Delivery Indicator? <input checked="" type="checkbox"/> YES (Indirect) <input type="checkbox"/> NO If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input checked="" type="checkbox"/> Economic and Growth Opportunities	
	Is this a Demand-Driven Indicator? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
	Is this a Standardised indicator? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Spatial location of indicator	Number of locations: <input type="checkbox"/> Single location <input checked="" type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input checked="" type="checkbox"/> District <input checked="" type="checkbox"/> Local municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Indicator responsibility	Deputy Director: Fleet Risk Management	
Spatial transformation	Not applicable	
Disaggregation of beneficiaries – human rights groups	Target for women:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
	Target for children	Not applicable
	<input checked="" type="checkbox"/> None of the above	
Medium-Term Development Plan (MTDP)	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"	
Provincial Strategic Plan	(Multiple selections can be made) <input checked="" type="checkbox"/> G4J <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Educated, Health & Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above	
Key deliverables measured for delivery	Yes – (Fleet Risk Management)	

Indicator number	6.1
Indicator title	Number of inward benchmarking engagements
Short definition	Fleet management entities outside of the Western Cape visiting Western Cape Government Motor Transport (WCGMT) for purposes of benchmarking against our processes, systems and practices
Purpose	To establish baselines and measures for research and development for comparative purposes as well as for learning and skills development
Key beneficiaries	Fleet management entities from outside the Western Cape, as well as WCGMT
Source of data	Surveys, benchmark exercises, system
Data limitations	None
Assumptions	Sharing of best practices
Means of verification (POE)	Benchmarking engagement reports, attendance registers and supporting photographic evidence.

Portfolio of Evidence (POE) Availability	SharePoint – OpenText and ECM	
Method of calculation	Quantitative	
Calculation type	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative	
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually	
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target	
Type of indicator	Is this a Service Delivery Indicator? <input type="checkbox"/> YES (Indirect) <input checked="" type="checkbox"/> NO	
	If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made): <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities	
	Is this a Demand-Driven Indicator? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
	Is this a Standardised indicator? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Spatial location of indicator	Number of locations: <input type="checkbox"/> Single location <input checked="" type="checkbox"/> Multiple locations Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address Detail / Address / Coordinates: For multiple delivery locations , will this be shared in the Annual Operational Plan (AOP)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Indicator responsibility	Deputy Director: Management Support Services	
Spatial transformation	Not applicable	
Disaggregation of beneficiaries – human rights groups	Target for women:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
	Target for children	Not applicable
	<input checked="" type="checkbox"/> None of the above	
Medium-Term Development Plan (MTDP)	(Multiple selections can be made.) <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input checked="" type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"	
Provincial Strategic Plan	(Multiple selections can be made) <input checked="" type="checkbox"/> G4J <input checked="" type="checkbox"/> Safety <input checked="" type="checkbox"/> Educated, Health & Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above	
Key deliverables measured for delivery	Yes – (Management Support Services)	
Indicator number	6.2	
Indicator title	Number of outward benchmarking engagements	
Short definition	Benchmark engagement will be defined as outward benchmarking against other fleet management groups from a global perspective	
Purpose	To establish baselines and measures for research and development for comparative purposes as well as for learning and skills development	

Key beneficiaries	Fleet management groups globally and WCGMT	
Source of data	Surveys, benchmark exercises, system	
Data limitations	None	
Assumptions	Sharing of best practices	
Means of verification (POE)	Benchmarking engagement reports, attendance registers and supporting photographic evidence.	
Portfolio of Evidence (POE) Availability	SharePoint – OpenText and ECM	
Method of calculation	Quantitative	
Calculation type	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative	
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually	
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target	
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <input type="checkbox"/> YES (Indirect) <input checked="" type="checkbox"/> NO <p>If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities <p>Is this a Demand-Driven Indicator?</p> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <p>Is this a Standardised indicator?</p> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Spatial location of indicator	<p>Number of locations: <input type="checkbox"/> Single location <input checked="" type="checkbox"/> Multiple locations</p> <p>Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates:</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?</p> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Indicator responsibility	Deputy Director: Management Support Services	
Spatial transformation	Not applicable	
Disaggregation of beneficiaries – human rights groups	Target for women:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
	Target for children	Not applicable
	<input checked="" type="checkbox"/> None of the above	
Medium-Term Development Plan (MTDP)	<p>(Multiple selections can be made)</p> <input checked="" type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input checked="" type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"	
Provincial Strategic Plan	<p>(Multiple selections can be made)</p> <input checked="" type="checkbox"/> G4J <input checked="" type="checkbox"/> Safety <input checked="" type="checkbox"/> Educated, Health & Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above	
Key deliverables measured for delivery	Yes – (Management Support Services)	

Indicator number	6.3	
Indicator title	Number of DPSA compliant policies implemented	
Short definition	Number of GMT ICT policies and practices aligned with and supporting WCMD ICT corporate governance compliance to: (a) Department of Public Service and Administration (DPSA) Corporate Governance ICT Policy Framework (CGICTPF) v2.0 and (b) Western Cape Government Corporate Governance for IT (WCG CGICT) signed in 2024.	
Purpose	To ensure service efficiency, transparency, and accessibility	
Key beneficiaries	Client institutions, GMT and citizens	
Source of data	Frameworks and regulations of DPSA, CGICT v2.0, WCMD, DotP	
Data limitations	None	
Assumptions	Availability of relevant DPSA standards	
Means of verification (POE)	Implementation reports	
Portfolio of Evidence (POE) Availability	SharePoint–OpenText-ECM	
Method of calculation	Quantitative	
Calculation type	<input type="checkbox"/> Cumulative <input type="checkbox"/> Year-end <input type="checkbox"/> Year-to-date <input checked="" type="checkbox"/> Non-cumulative	
Reporting cycle	<input type="checkbox"/> Quarterly <input type="checkbox"/> Bi-annually <input checked="" type="checkbox"/> Annually	
Desired performance	<input type="checkbox"/> Higher than target <input checked="" type="checkbox"/> On target <input type="checkbox"/> Lower (less is more) than target	
Type of indicator	<p>Is this a Service Delivery Indicator?</p> <input type="checkbox"/> YES (Indirect) <input checked="" type="checkbox"/> NO <p>If yes, confirm the PSP integrated impact area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):</p> <input type="checkbox"/> Households and Human Development <input type="checkbox"/> Cohesive Communities <input type="checkbox"/> Youth Agency and Preparedness <input type="checkbox"/> Economic and Growth Opportunities <p>Is this a Demand-Driven Indicator?</p> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <p>Is this a Standardised indicator?</p> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
Spatial location of indicator	<p>Number of locations: <input checked="" type="checkbox"/> Single location <input type="checkbox"/> Multiple locations</p> <p>Extent: <input checked="" type="checkbox"/> Provincial <input type="checkbox"/> District <input type="checkbox"/> Local municipality <input type="checkbox"/> Ward <input type="checkbox"/> Address</p> <p>Detail / Address / Coordinates:</p> <p>For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?</p> <input type="checkbox"/> Yes <input type="checkbox"/> No	
Indicator responsibility	Deputy Director: Management Support Services	
Spatial transformation	Not applicable	
Disaggregation of beneficiaries – human rights groups	Target for women:	Not applicable
	Target for youth:	Not applicable
	Target for people with disabilities:	Not applicable
	Target for children	Not applicable
	<input checked="" type="checkbox"/> None of the above	

Medium-Term Development Plan (MTDP)	(Multiple selections can be made) <input type="checkbox"/> Strategic Priority 1: Drive inclusive growth and job creation <input type="checkbox"/> Strategic Priority 2: Reduce poverty and tackle the high cost of living <input checked="" type="checkbox"/> Strategic Priority 3: Build a capable, ethical and developmental state <input type="checkbox"/> "None of the above"
Provincial Strategic Plan	(Multiple selections can be made) <input type="checkbox"/> G4J <input type="checkbox"/> Safety <input type="checkbox"/> Educated, Health & Caring Society <input checked="" type="checkbox"/> Innovation, Culture and Governance <input type="checkbox"/> None of the above
Key deliverables measured for delivery	Yes – (Management Support Services)

PART E

ANNEXURES



Part E: Annexures

Annexure A: Legislative mandates

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

FUNCTION	LEGISLATION
Transport	<p>Administrative Adjudication of Road Traffic Offences Act, 1998 (Act 46 of 1998)</p> <p>Promotes road traffic quality by providing for a scheme to discourage road traffic contraventions; facilitates the adjudication of road traffic infringements; supports the prosecution of offenders in terms of national and provincial laws relating to road traffic; implements a points demerit system; provides for the establishment of an agency to administer the scheme; provides for the establishment of a board to represent the agency; and provides for related matters.</p>
	<p>National Land Transport Amendment Act, 2023 (Act 23 of 2023)</p> <p>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.</p>
	<p>National Land Transport Act, 2009 (Act 5 of 2009)</p> <p>Provides for the process of transformation and restructuring of the National Land Transport System initiated by the National Land Transport Transition Act, 2000 (Act 22 of 2000), through:</p> <ul style="list-style-type: none"> • the formulation and implementation of provincial land transport policy and strategy; • the planning, coordination, and facilitation of land transport functions; • collaboration between municipalities; and • liaison with other government departments.
	<p>National Road Traffic Act, 1996 (Act 93 of 1996)</p> <p>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.</p> <p>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.</p>
	<p>Road Safety Act, 1972 (Act 9 of 1972)</p> <p>Aims to promote road safety through determining the powers and functions of the Minister and Director General of the Department of Transport.</p>
	<p>Road Traffic Act, 1989 (Act 29 of 1989)</p> <p>Promotes and regulates road safety.</p>
	<p>Road Traffic Management Corporation Act, 1999 (Act 20 of 1999) (RTMC)</p> <p>Provides, in the public interest, for cooperative and coordinated strategic planning, regulation, facilitation, and law enforcement in respect of road traffic matters by the national, provincial, and local spheres of government; regulates the contracting out of road traffic services; provides for the phasing in of private investment in road traffic and, to that end, provides for the establishment of the RTMC and related matters.</p>
	<p>Road Transportation Act, 1977 (Act 74 of 1977)</p> <p>Provides for the control of certain forms of road transportation and related matters.</p>
	<p>Western Cape Provincial Road Traffic Administration Act, 2012 (Act 6 of 2012)</p> <p>Regulates certain road traffic matters in the province.</p>
	<p>Western Cape Road Transportation Act Amendment Law (Law 8 of 1996)</p> <p>Makes provision for the establishment of a provincial transport registrar and the registration of minibus taxi associations, operators, and vehicles.</p>

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

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.

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.

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 WCMD, including the GMT Trading Entity, in the discharge of its responsibilities.

FUNCTION	POLICIES
Transport	<p>National Freight Logistics Strategy, 2005</p> <p>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.</p>
	<p>National Public Transport Strategy, 2007</p> <p>This strategy has two key thrusts, namely:</p> <ul style="list-style-type: none"> • Accelerated modal upgrading, which aims to provide for new, more efficient, universally accessible, and safe public transport vehicles and skilled operators; and • Integrated rapid public transport networks which aim to develop and optimise integrated public transport solutions.
	<p>National Rural Transport Strategy, 2007</p> <p>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.</p>
	<p>National Road Safety Strategy, 2016–2030</p> <p>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.</p>
	<p>White Paper on National Transport Policy, 1996</p> <p>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.</p>
	<p>White Paper on Provincial Transport Policy, 1997</p> <p>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.</p>
	<p>Road Access Guidelines</p> <p>Provides guidelines to assist practising engineers and planners, as well as property developers, to develop acceptable road access standards.</p>
	<p>Road Infrastructure Strategic Framework for South Africa</p> <p>Provides guidelines for the redefinition of the South African road network; and assists roads authorities to reclassify existing road networks.</p>
	<p>Road Safety Strategy for the Western Cape Province, 2005</p> <p>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.</p>
	<p>Western Cape Policy Statement on Transport for Special Needs Passengers, 2009</p> <p>Places certain responsibilities on the Department to:</p> <ul style="list-style-type: none"> • Encourage the incremental accessibility of rail infrastructure and providing training to operators and their staff on dealing sensitively with special needs persons; • Support the provision of universally accessible public transport information services; • In association with the National Department of Transport, prepare and publish guideline requirements for accessible public transport vehicles; • Ensure that all new public transport facilities cater for special needs persons; and • Ensure that all future contracted public transport services in the province progressively include the operation of accessible services until all contracted services are either accessible and/or an alternative demand-responsive service is available.

FUNCTION	POLICIES
Expanded Public Works Programme	<p>Guidelines on the Implementation of the EPWP</p> <p>The EPWP's objective is to create short- and medium-term work opportunities for the poor and unemployed as part of government's anti-poverty strategy. These work opportunities are combined with training to increase the employability of low-skilled beneficiaries in the formal employment market. The programme targets opportunities in the infrastructure, environment, culture, and social and non-state sectors.</p>
	<p>Guidelines on the Implementation of the National Youth Service</p> <p>Provides that implementation of youth programmes is the responsibility of all the institutions of government. The responsibility for planning, coordinating, and initiating effective and innovative strategies for youth development therefore reside equally with the National Youth Commission and individual government departments in the national and provincial spheres.</p>
Transversal	<p>National Development Plan 2030: Our Future: Make it Work</p> <p>The NDP is the long-term South African development plan. It aims to eliminate poverty and reduce inequality by 2030. It envisages these goals to be realised by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnership throughout society.</p>
	<p>Revised Framework for Strategic Plans and Annual Performance Plans</p> <p>Provides direction to national and provincial government institutions in respect of short- and medium-term planning. Institutionalises government's national development planning agenda through institutional plans. Provides planning tools for different types of plans and outlines the alignment between planning, budgeting, reporting, monitoring and evaluation.</p>
	<p>Budget Prioritization Framework</p> <p>Seeks to establish a systematic basis for making strategic choices among competing priorities and limited resources, in order to better optimise budgets as a key lever for driving the NDP.</p>
	<p>Provincial Strategic Plan, 2025–2030</p> <p>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.</p>
	<p>Framework for Managing Programme Performance Information (FMPPi) 2007</p> <p>The aims of the FMPPi are to:</p> <ul style="list-style-type: none"> • Improve integrated structures, systems and processes required to manage performance information; • Clarify definitions and standards for performance information in support of regular audits of such information where appropriate; • Define roles and responsibilities for managing performance information; and • Promote accountability and transparency by providing Parliament, provincial legislatures, municipal councils and the public with timely, accessible and accurate performance information.
	<p>Departmental Monitoring and Evaluation Framework and Manual</p> <p>Describes what monitoring and evaluation entails, as well as monitoring and evaluation systems and tools for results-based management.</p>
	<p>National Treasury Asset Management Framework v3.3, 2003</p> <p>Provides broad guidelines for asset management.</p>
	<p>Provincial Spatial Development Framework</p> <p>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.</p>
	<p>South African Statistical Quality Assessment Framework 2010 2nd ed.</p> <p>The Statistics South Africa official guide for data producers and assessors regarding the quality of statistics across eight dimensions: relevance, accuracy, timeliness, accessibility, interpretability, comparability and coherence, methodological soundness, and integrity.</p>
	<p>Western Cape Government Transversal Management System</p> <p>Aims to achieve measurable outcomes through the facilitation of sectoral clusters addressing issues transversally with individual line departments as the implementing agents; and manages the implementation of the Provincial Strategic Priorities transversally throughout the WCG. The Executive Project Dashboard is the information management tool for the system.</p>

FUNCTION	POLICIES
	<p>Departmental Records Management Policy Provides the foundation for a corporate culture of responsibility for the management of information and records as an essential requirement for effective service delivery.</p>
	<p>White Paper on Human Resource Management, 1997 Focuses on the essential role of developing and transforming human resource capacity in order to meet the goals of efficient service delivery and transforming the public service.</p>
	<p>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.</p>
	<p>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.</p>
	<p>WCG CGICT Policy Framework 2024/25 – 2028/29 In line with the purpose and objectives of the National CGICTPF, the purpose of the WCG CGICT Policy is to guide CGICT in the WCG, transversally and in each of the provincial departments.</p>
	<p>National Knowledge Management Strategy Framework The objective of this framework is to create, store, share and use information tactfully.</p>
	<p>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.</p>
	<p>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.</p>

Annexure C: GMT client institutions

CLIENT INSTITUTIONS AS AT 31 JANUARY 2026
Cape Nature
Department of Agriculture (Western Cape)
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 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
Western Cape Education Department
Western Cape Liquor Authority
Western Cape Mobility Department
Western Cape Provincial Parliament

Annexure D: Conditional grants

GMT receives conditional grants from stakeholders for the purchase of additional mobility assets as requested from time to time. All funds which are unspent are accounted for as unspent conditional grants and receipts at the reporting period in terms of the requirements stated in the financial reporting framework.

Table 7: Unspent conditional grants and receipts as at 31 January 2026

Unspent CONDITIONAL grants and receipts	JAN-26 R'000	2024/25 R'000
Grants from provincial departments	38,046	52,239
Department of Health and Wellness	18,243	17,723
Department of Social Development	7,358	18,372
Western Cape Mobility Department	12,217	12,217
Western Cape Education Department	228	3,927
Balance of unspent Conditional Grants and receipts	38,046	52,239

Annexure E: Consolidated indicators

Government Motor Transport currently does not have any consolidated indicators

Annexure F: Amendments to the GMT Strategic Plan 2025–2030

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Mobility

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PR390/2025

ISBN number: 978-1-83491-428-2