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On the Cover

The Team



- editor:** gregory simpson
- art director:** brent meder
- design & layout:** refilewe seatlhodi
- advertising executive:** linda smith (project manager)
bayanda sikiti, albin ballin

- subscriptions:** lee-ann lawrence
e-mail: leeann@capemedia.co.za
fax: +27 (0) 86 538 6761
local ZAR 115.00
international ZAR 313.00
- distribution manager:** edward macdonald
- circulation manager:** lee-ann lawrence

- client liaison:** natasha keyster
- office manager:** tracy mills
- human resources:** allison van der sandt (manager).

- accounts department:** chevonne ismail (accountant),
brigitte eberbach
- debtors department:** nadeema abdullah,

- repro & printing:** FA print
- managing director:** robert arendse
- financial director:** andrew brading
- sales director:** david itzkin

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cape media house,
28 main road, rondebosch, 7700
(entrance c/o main and devonshire hill road), cape town
tel: +27 21 681 7000; fax: +27 21 685 4448
info@capemedia.co.za [http:// www.capemedia.co.za](http://www.capemedia.co.za)



The Chartered Institute of
Logistics & Transport
South Africa



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Contributors



Stan Bezuidenhout is a former military intelligence specialist, and a former specialist police reservist and forensic specialist with IBF Investigations. He has experience in dealing with crash and crime scenes, and providing training and consulting on traffic risk mitigation in Africa and the Middle East.

Qualified pilot Gerhard van Zyl has extensive international experience in logistics and supply chain management, particularly in Africa, and is currently GM at the Professional Group of Companies, providing expert advice and training in a variety of logistics related sectors.



Security expert and owner of One-stop Group, Tony Dobson has extensive experience in the security industry, consulting for some of the world's largest fleet managers. He is currently working on the other side of the pond in the United States of America.

Patrick O'Leary is the owner of Fleetwatch, South Africa's premier trucking watchdogs. He is a regular expert on radio and television giving updates on the latest accidents and incidents on the highways and byways of South Africa, while also talking with authority at many events around Africa.



Linda Smith is an experienced writer, project manager and communication specialist with Road Ahead. She has seen a number of changes in the logistics industry since the time she helped launch South Africa's leading trucking and logistics magazine – Road Ahead in the late 90's – together with contributing to our sister publication, Ship Year.

Airport Company SA's (ACSA) chief operating officer, Tebogo Mekgoe, has had a highly successful career in aviation. Prior to taking over as COO, he had overall management responsibility for the sustainability of O.R. Tambo International Airport, ensuring the economic viability of the airport, its social relevance and environmentally responsible operations.





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Transport on the move

Ed's letter

Time for a change in thinking



Welcome to another edition of South Africa's favourite trucking and logistics magazine, it has certainly been another pulsating three months since we last touched base.

The eventfulness of our news feeds are often overblown and inaccurate, creating a feeling of anxiety and a fear of the unknown. If you look at most news media and entertainment sources they are fraught with images of violence, strong language and inappropriate sex for young viewers. Have we completely lost the filter?

I remember growing up with only one TV channel, with strict guidelines about what you can show at what time.

Before 10pm was considered family viewing time. Sadly, in recent times there seems to be little guidance for parents from

television companies and advertisers. And with the breakdown of the family structure and more single parents, children are often not provided with proper role models.

Add the slew of new technology that is bombarding all and sundry, it is little wonder that our society is in shift.

One needs to remember that the children of today will be the adults of tomorrow, and we need to cherish that process to avoid a loss of innocence, which is sad to see.

Much has been made of the British exit from the European Union of late, but I see it as another media created storm in a tea cup. Was it a good idea in the first place? Large bureaucratic organisations seldom work, and are usually the beginning of the end for any 'advanced' culture.

Look at the Roman Empire, which crumbled when stretched too far. Britain itself was unable to maintain its almighty empire, which spanned much of the globe.

History teaches us, time and again, that greedy superpowers eventually fizzle out.

Talking about greedy superpowers, the US presidential election is quite frankly a joke. After twelve months of campaigning, with millions of dollars spent on PR and spin, what has democracy become in the land of the not so free? Personally I would not vote for either candidate, as Bernie Sanders is head and shoulders above the two main contenders.

But sadly, in politics and big business, it's not what you know, it's who you know.

So as the world sits and judges South Africa, calling it a mess, I'm positive about not living in a police state, and enjoy the freedom that a certain amount of chaos brings. South Africa is still the Gateway into Africa, but will only remain with proper planning.

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Transport on the move

Foreword



In today's fast evolving environment, anyone trying to foretell the future with authority is surely taking a big gamble. With constant disruption fuelled by technological developments, there is no road map featuring fluorescent yellow street signs.

In our view, the only way to move forward with confidence is by having a clear understanding of where business – and industry at large – is positioned, and then ensure you can be flexible, agile and responsive to any changes that might take place. Without doubt, there are some major challenges ahead for South African business leaders. Many of these are out of our sphere of control – elections, political volatility, local and global economic stagnation, a fluctuating rand, etc. We can surely expect some tough times ahead. Yet it is important to remember that the external, macro factors affecting your business will be impacting your competitors and the local eco-system as a whole.

Within our sector, the plummeting Rand, rising fuel costs and new regulations have been cited as roadblocks and major

Sustainable growth essentials

operational hazards. The key with these situations is to carefully assess how it affects your business, and then make internal adjustments to minimise the risks. For example, how can you better utilise your transport resources – are there certain routes you could close down in order to better service other, more heavily used ones? There are invariably always strategies to reap competitive advantages without compromising on customer service.

While there is growing concern around South Africa losing its status as the preferred gateway into Africa (and Namibia gaining favour), we believe it is important that, as a business, we recognise any clear risks and advantages of operating outside of our borders and then plan accordingly. Sadly, South Africa's national strategy for expansion into African countries does not seem to be gaining traction – and so there appear to be major gaps and challenges around transport, trade, infrastructure, etc. For SA business leaders, the key is perhaps to understand exactly what you're trying to achieve in certain regions and have a very strong business case for launching operations – infrastructure (or the lack thereof) is always a massive obstacle and has to be planned for.

As we move into the second half of what has already been a difficult year for business, it is critical to avoid losing sight of your core purpose – serving customers and stakeholders. Amidst constant change and uncertainty, smart businesses will place even greater emphasis on maintaining strong relationships with all stakeholders and ensuring there is constant and open communication. Indeed, companies that achieve sustainable growth are those that recognise new opportunities and look ahead – while still meeting the needs of customers and exceeding expectations.

Kate Stubbs, Executive Marketing & Communications, Barloworld Logistics



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The bullet you need to have in your arsenal

“Supply chains cannot tolerate even 24 hours of disruption. So if you lose your place in the supply chain because of wild behaviour you could lose a lot. It would be like pouring cement down one of your oil wells.” – Thomas Friedman.

Thomas Friedman makes a good point. We live in a microwave society – everyone wants everything now – and those who can’t supply it now, stay behind.

In the same way, the supply chain in Africa is a dynamic, unbalanced, fast-paced affair, where goalposts and finish lines are moved quite rapidly. In South Africa, we are spoiled with a well-developed, refined supply environment and we are able to conceptualise and address a challenge, which in turn brings cooperation between committed stakeholders.

With this in mind, we, at Professional Risk and Asset Management, took our operations into Lesotho to alleviate the rampant theft that was taking place en-route to the ports.

Lesotho has become the largest exporter of garments to the

USA from sub-Saharan Africa thanks to the African Growth and Opportunity Act (AGOA). The following American brands and retailers all source from Lesotho: Foot Locker, Gap, Gloria Vanderbilt, J.C. Penney, Levi Strauss & Co., Saks Fifth Avenue, Sears, Timberland and Walmart. Lesotho’s employment reached over 50 000 female workers in 2004, marking the first time that manufacturing sector workers outnumbered government employees. And, in 2008, it exported \$487 million, mainly to the USA.

The task seemed simple enough. Create cost-effective systems to mitigate risk and aid compliance. However, the implementation was far from simple. During this time, the theft problem was becoming a national problem and even had the stakeholders in government concerned. Everyone was looking for solutions to stop the theft that was jeopardising the country’s largest formal sector employer.

We formulated methods to record and monitor the complete process from loading, through to CTO or pre-advice at ports, relying on technology to bring the process together and allowing us to formulate a complete audit trail to help determine potential issues. Once we got to that point, we realised that we needed to provide live locations on the vehicles. Together with one of the leading Universities in South Africa, we developed a GPS tracker that gives live locations, allowing us to monitor loads leaving Lesotho. Clients also receive special logins to enable them to track their own loads.

However, we also needed to secure the involvement from the local transport operators, many of whom have one or two trucks. Many of the truckers were unaware of very easy processes that could be implemented to benefit their route security and bring them up to standard with the rest of the market.

Gerhard van Zyl



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Are we on the road to nowhere?

The various transport arteries of South Africa (SA) are vital for any sustainable growth in SA, and are increasingly coming under pressure in certain areas following a lack of maintenance and investment, while areas that have enjoyed the most financial injections are flourishing.



Let's start with the bad news and end off with the positive. SA's roads are largely in dire straits because of the over reliance on this mode of transport, with heavy freight that is better suited to rail being moved to the highways and byways, creating a multitude of problems for business and daily commuters alike.

The past 25 years has seen SA's strong rail network slowly crumble on the key trade route between Johannesburg, Durban and Cape Town due to a lack of investment, forcing far too much traffic onto the N3 for the Durban run, which has become a horror in recent time. The extent of heavy duty traffic on that section is greater than the number of cars for large parts of the day, which is an example of the tremendous number of trucks in use.

SA's leading long haul expert and owner of Fleetwatch, Patrick O'Leary outlines the dire situation for supply chain: "Road Transport is responsible for moving the goods of SA. Rail has not yet come to the party. When Brian Molefe was CEO of Transnet he did go on a road show to say that a lot will be done, but all we've been told is that a couple of locomotives have been bought that don't fit the rails, so SA is still very dependent on road transport, which has put a lot of pressure on system.

"It's facing a shortage of drivers, and there are definite first and third world transporters. You've got your top class performers like Imperial and Barloworld who have overseas contracts and operate in Europe.

Then you've got your container trucks that do the N3 trade route, which is highly competitive and cut-throat.

"Many operators don't maintain their vehicles, run long hours without a rest and drivers are pushed from all sides. Then you get down to Durban Harbour and there is heavy congestion where drivers can sit in their trucks for days at a time waiting to offload or load, and then push hard on the way back to make the next load, and end up falling asleep and there are crashes. So it's not in a great state," says O'Leary.

Lack of leadership

O'Leary, with 38 years of experience in the trucking industry goes on to question the long term strategy of the Department of Transport, with a revolving door of leadership, and more talk than action.

"The transport industry in SA has never been given the true recognition that it deserves by the powers that be. I call the ministry of transport, the ministry of musical chairs. In the last six years we've had four different transport ministers. The trucking industry has never been recognised for the true role that it plays in the economy.

It only gets highlighted when there is a major crash, and then



all the politicians are out there shouting, 'we must stop the carnage'. But none of them seem to understand the true nature of transport in the economy of not just SA, but Southern Africa.

The trains are not pumping up north; the trucks are doing the hauling."

O'Leary adds, "One of the minister's solutions to the 'carnage' on the roads was to stop trucks from operating for six hours of the day, which would be absolute chaos, never work and just add to the problem. It would put huge costs onto transport and therefore GDP would go up and destroy the total supply chain all the way back to Asia and Europe. So that shows you the lack of understanding for trucking."

Besides the lack of leadership, SA has been battling external economic factors like the falling rand and volatile fuel price which plays havoc with logistics companies that live and die on tight margins. For any long haul company, around 70 - 80% of your running costs will be fuel.

"It's affecting the supply chain very badly. Fuel cost has always been a high component of transport, so any movement in it adds

costs to the equation. So what we try and do as South Africans is to be globally competitive, but often our politicians see us as an isolated unit. The industry is trying to be globally competitive, but we are adding costs everywhere to transport, and nobody understands that adding these costs affects our ability to be globally competitive.

"Fuel needs to be managed very critically. Many operators will have written in their contracts that their price gets immediately adjusted when the fuel price changes, making the customers pay more for the service. Margins are also low because of the competitive nature of transport, there are a lot of truckers out there and a lot of them are undercutting each other, thus cutting corners on maintenance. You therefore have a very high proportion of unroadworthy trucks on the road."

Unroadworthy vehicles

And it's quite sickening to hear about the sheer volume of unroadworthy trucks on SA's roads, which can and have become killing machines in the past when the brakes fail, or the driver falls asleep at the wheel. O'Leary says, "We run a number of programmes, one being, Brake and Tyre Watch, where we train the police on how to spot unroadworthy vehicles. In the past we've tested 654 trucks, that's a big sample. And we've failed 442. That's a 68% failure rate."

The effect on the economy is tremendous. "We are killing 15 000 people on the roads each year and that is costing the economy billions of rand. You can only ignore maintenance for so long before you have a crash or your maintenance bill goes up, which adds more to your bill."

To add insult to injury, logistics companies have to contend with the much maligned e-tolls, which could have easily been avoided. "From the tuckers side there was little resistance in the beginning because trucks want efficient roads that run smoothly and avoid wasting fuel in traffic jams. But it was not implemented properly, and the sooner a decision can be made the better. Why did they not just add a few cents to the fuel price? We would have paid for those roads years ago according to Outa. And as JFK said: 'It was not our good economy that gave us good roads; it's our good roads that gave us our strong economy'."

Health of transport arteries

Transport and security expert, Gerhard van Zyl – who is general manager at Professional Aviation – who has a vast amount of knowledge of the various supply chains of SA, gives his take on the state of transport nationally.

"There are certain areas that we are doing well, but in terms of infrastructure some areas are not holding up. Our railway network is certainly not up to standard. The areas that we are doing ok only represent 20%, the other 80% is of grave concern. And it's not just SA, its certain sub-Saharan countries in my opinion. Our roads are deteriorating at a great rate and trucks are



feeling the brunt of it, you can look at the numbers that transport companies are spending on trucks.”

Aviation is in Van Zyl's blood as he runs one of SA's most respected aviation security companies and holds a pilot's licence of his own. He reflects, “As far as aviation is concerned, it will always be an interesting area because the world is getting smaller and aviation is increasingly being used as a mode of transport for goods. However, it does not make sense transporting heavier freight by air because of the cost implications. Certainly speed wise, but not bulk.”

He goes on to compare SA's situation to our competition north of the boarder, with the likes of Namibia and Mozambique pumping a lot of money into infrastructure development.

“We are certainly still the leaders, but Namibia is making big strides. Their gravel roads, which make up 70% of their road infrastructure are in tip top condition, and better than many of our tar roads in SA. As far as Botswana is concerned the government is still investing, but we are still ahead of the pack. But, if we don't take drastic measures to improve and continue to improve we are not going to maintain our status. E-toll is

“One must not fool ourselves that it's just the rail network; it's the infrastructure at the various points where they need to load the trains”

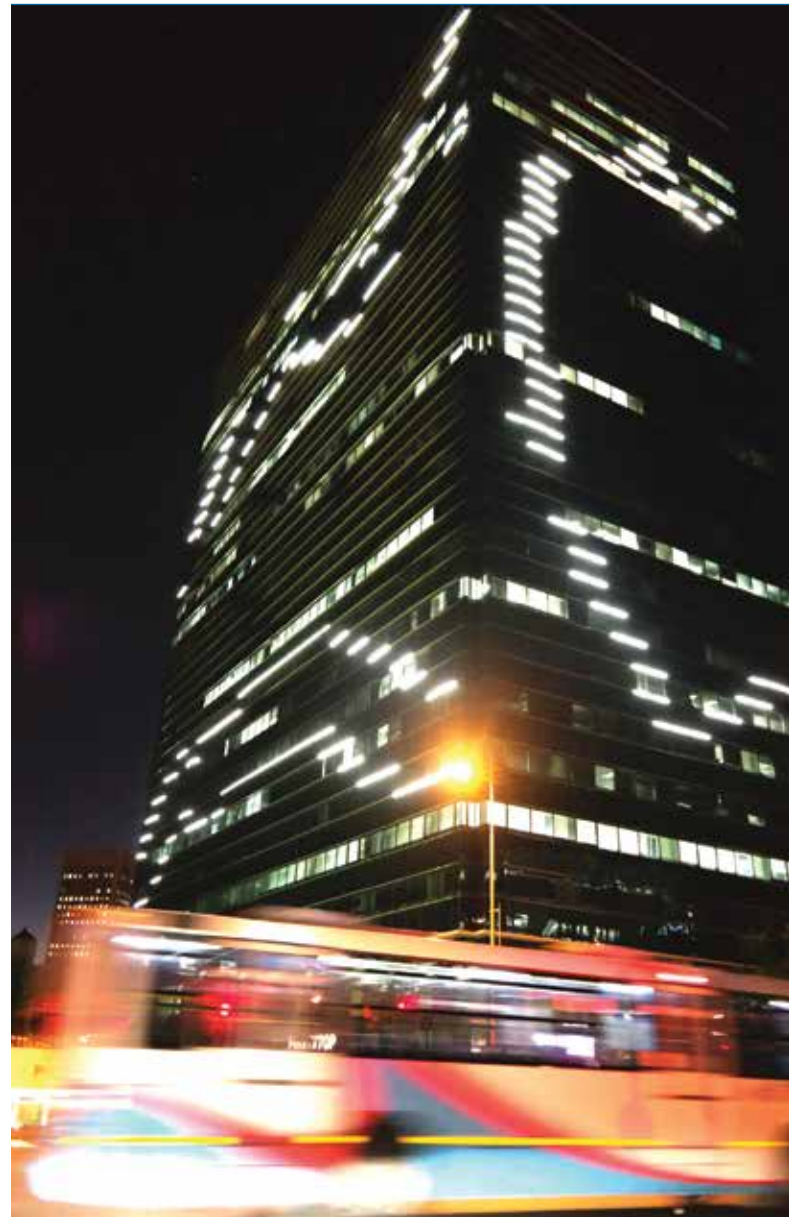
certainly something that is going to count against us versus our neighbouring countries, so that's certainly going to hurt,” says Van Zyl.

Road maintenance is arguably the biggest problem facing the supply chain over the next 10 - 20 years, because with proper roads, you can never have an internationally competitive economy which results in higher inflation and lower wages for those that can actually find work.

“The biggest problem is how they go about maintaining the road infrastructure, giving out tenders to people on not necessarily a basis of best value for money, but rather what political will is involved in the awarding of that tender. I think that is where one of the biggest challenges lies. The same job can be done for half the price. People are now saying, ‘why are you spending 50 million when you could have spent 20 million to get the same job done?’ It becomes difficult to explain that,” says the no-nonsense Van Zyl.

Road vs rail

The rail networks of SA are also a major concern for Van Zyl, who points to a lack of maintenance and forward planning. “In



the past rail took a lot of pressure off the road networks and with the deterioration of the railway networks, being not necessarily as efficient as they used to be, companies are reverting back to traditional road transport. This is adding additional pressure onto the road network that is already battling to cope.

“I can use Eskom as an example. If they did what they are supposed to do over the last 25 years you would not be sitting with load shedding. It's not something you can let go and then one day say, let's just fix it now. On the vital Durban to Johannesburg route they have to rebuild some sections of the railway. I know there are task teams looking at it at the moment to try and find a solution. If you look from a time and cost perspective, to load something onto a train versus having two drivers, van assistance, new trucks and maintenance – it does



not make any sense to me.”

Infrastructure around the rail network is also of vital importance. You can have the best track in the world, but if you don't have the correct offloading facilities you are no better off.

“We must not fool ourselves that it's just the rail network; it's the infrastructure at the various points where they need to load the trains. If you look at a place like Johannesburg, which is a major hub for cargo, it certainly can't cope with even 10% of the cargo if companies started to load goods onto trains instead of trucks.”

And with Transnet buying 240 new locomotives at massive expense – many of which are not suitable for SA's tracks – have we dropped the ball once again? The answer is fairly obvious,

It's no good having the best airport in the world if you don't have a proper link between the two, given the volumes of trade traffic

“240 new locos, do we have the infrastructure to use them properly? It's fairly simple, the bottom line is those locomotives are most certainly not the right tool for the job, and everybody knows it, but it's been wiped under the political carpet, much like other deals.”

Security risks for air freight

Van Zyl has an intimate knowledge of the baseline essentials for air freight, and goes on to outline some of the challenges facing the Aviation sector.

“Our biggest challenge is people trying to take short cuts in not complying with the regulations as outlined by the Civil Aviation. Because it is very onerous, and traditionally the freight forwarding industry is not really a very compliant industry and was not well regulated in the past, anybody could start a forwarding company. But with all the incidents that have been happening worldwide with aircraft either blowing up or crashing, and the worldwide focus on cargo security things are changing. To the extent that the USA and EU are being strict about who and what they'll let into their country's.

“Fortunately our Civil Aviation has taken the lead on that with a lot of input from us personally, and the industry came up with the regulations as far as cargo security related services. We are moving in the right direction and the public is becoming more aware of the fact that 80% of cargo worldwide moves on passenger planes. Next time you get on plane you must think, 'what has gone onto this plane, has it been screened properly' Things are moving in the right direction, and we can see it from

the amount of training that we are doing.”

Airports

SA's airports have been fairing a lot better than our roads, with massive investment from government to make our airports first class, and they have succeeded in that regard.

Airport Company SA has been one of the few parastatals to make a positive impact on the economy and should be taken as an example of how to do things right. Aviation is a serious business, and the Airport Company has approached infrastructure development in a serious manner. SA's airport have largely been modernised, with SA boasting a higher number of travellers on their Cape Town to Joburg route than any of our BRICS trading partners on their most busy routes. SA's skies are very much alive and well. It's a pity that sections of Transnet can't be run to the same level.

To find out more, I chatted to Airport Company SA's (ACSA) chief operating officer, Tebogo Mekgoe. He started off by outlining the developments at the state-of -the-art Cape Town Airport:

“Historically at the airport of Cape Town, over the last 20 odd years, we've moved from about five million passengers per annum now, which is fantastic. Linked to that has been quite a bit of investment in infrastructure, not just terminal infrastructure but also parking infrastructure, facilities for pyrotech companies and fuel infrastructure.

“We're busy in the process of getting approvals for building a new runway, we call it the rear lines runway project which will allow us to accommodate new large aircraft like the A380, it's not that they can't land now, they can land, the issue is how much they can take off with, given the current runway that we have and if you start limiting airlines in terms of payload and having restrictions to them to take off then they don't get the economy benefit that aircraft is actually designed to give them. So what we're doing to that rear line runway is number one, lots of future capacity expansion for the terminal itself is planned, because it shifts the runway away from the terminals, but it also allows us to make it a little bit longer and a little bigger so there's no payload restrictions for different airlines and once that happens this is the next big thing for us at Cape Town International.”

Critical to the development of the airports is to make the airports more accessible to the man in the street. It has never been easier to park at SA's airports, with 30 minutes free at many facilities. Buying tickets and checking in have never been so easy for all South Africans to enjoy at an affordable price.

Mekgoe outlines some of the measures in place to make SA's airport as accessible as possible.

“A perfect example for us is in our parking spaces, we used to pay on exit for parking, and we've moved towards where you pay for yourself. But the people that used to collect the payments

haven't been gotten rid of, we've upskilled them to be able to deal with the systems that we currently use in terms of maintenance, and how do you make sure that they work all the time."

It's no good having the best airport in the world if you don't have a proper link between the two, given the volumes of trade traffic. Mekgoa has a plan: "In terms of intervention between the ports and the airports themselves where we're at the moment and where we want to take that integration in terms of best practice, of how you control your different ports, airport or harbours and how you have collaborative type structures and collaborative type systems with your different players.

"The thing is with ports – as much as we own the ports, whether it's an airport or a harbour you actually have so many stakeholders playing around your particular space, so how we control that and how we make sure that all of those stakeholders get to play to the ports broader advantage is a key philosophy that we're trying to push through.

"We proactively plan what we cater for, e.g we see the commonalities and the dependencies between an airport and a seaport so that the interlinking infrastructure and the conversations take that into account. At the moment that's now where we are but that's what we're hoping to get to," concludes the likeable Mekgoe.

Shipping

Van Zyl is more upbeat about our port potential but warns against getting complacent, with our African neighbours ready and waiting to pick up the slack.

"Our shipping lines are definitely a different kettle of fish, there's been a lot of money spent on the ports, and you only have to look at Coega and what they are doing there, and also the upgrades on Durban Harbour and Richard's Bay. My concern about the ports is, if you look at what Walvis Bay is doing, a big upgrade of their deep water harbour, which will certainly hurt Durban, who will have to pull up their socks to get things through because Namibia is in for making a big killing on the infrastructure development that they are doing."

Meanwhile O'Leary is concerned about competition from the north: "Harbours have moved forward more than anything else, but Durban is still a problem. If you look at the expansion up north – Maputo Harbour is doing very well. So we have got to look at the most efficient route through to stay competitive. The Port of Cape Town has done some very good things to speed up the containers and have built a whole new terminal," concludes the likeable O'Leary.

Metrorail headache

On the flip side, Cape Town's failing commuter rail transport system and increased traffic congestion has left the City on the verge of crisis, says the Cape Chamber of Commerce and Industry.

Ms Janine Myburgh, president of the Chamber said: "What makes this so desperately sad is that Cape Town has the best network of railway lines of any city in the country but the service on these lines seems to be getting worse every day. This lies at the heart of the coming crisis."

It is a crying shame given the potential of the Cape Town rail service, with some of the most scenic train rides imaginable, that are often spoiled but graffiti artist and vandals that appear to ply their trade unaffected by security or the lack thereof at Metrorail's train depo.

I would suggest the sooner our rail networks can be privatised the better. When Virgin got into the train business in the UK they improved that failing system immeasurably. Competition is never a bad thing.





BRT and Gautrain shining light

The BRTs of the major centres of SA have been some of the brighter spots in the overall transport spectrum and together with Gautrain have been transport solutions that we can be proud of. Having said that, having a bus only lane is a debate all on its own.

Port development

The ports of SA have really had a makeover over the last five years, so hats off to the powers that be for getting that right. With Operation Phakisa in full force, the maritime industry is starting to flourish. The more young men and women we can upskill for the maritime sector the better, as there is often a shortage.

Nico Walters, head of Strategy at Transnet National Ports Authority (TNPA) outlines their plans for the flourishing ports of Cape Town and Saldanha, which is tapping into the offshore business of the West Coast.

“What we find in the port of Cape Town is that we have two existing expansion facilities that are coming up, the first one is the announcement we’ve made around the cruise terminal, and that we’ve appointed the V & A as the preferred bidder to come and construct and operate the cruise terminal.

The second announcement is the fact that we’ll have additional liquor box storage in the port of Cape Town and, linked to the whole drive to get the ports of Cape Town and Saldanha positioned to cater for the oil and gas industry, we are in the process of refurbishing all the existing ship repair facilities in the port of Cape Town.

“That will probably take us somewhere between one to three to four years and will allow us to upgrade both the infrastructure in the repair facilities as well as make sure that we have got trains that are operational and that all the other pumps and dock gates and everything else is refurbished so that the facilities are really up to the standard of being able to receive vessels and attract markets into Cape Town.

The repair facilities in the port of Cape Town, we will refurbish ourselves but the liquid box facility and the cruise terminal will both be private sector investments in the port of Cape Town.” says Walters.

It would appear that SA has been making progress developing their sea and airport assets but have missed the golden egg of rail, which in turn has placed a massive burden on our road system, which has also suffered from neglect once you get off the national highway.

The time to invest in road upgrades is now before we get bypassed as the preferred gateway into Africa, with plenty of suitors waiting to pick up the slack.

Gregory Simpson



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- ▶ **Zeph Ndlovu** - General Manager of Transnet Port Terminals.



Issa Baluch

"Transport Logistics - the Wheels of Commerce: Past, Present & Predictions"



Geordin Hill-Lewis

"International Trade and Regional Developments"



Justice Malala

"Has the Descent Begun?"



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We have it pretty good: Oscar, hijackings and terrorism

I have been keeping an eye on social media lately and have noticed that everything seems to be going for a ball of – well let's call it yarn as I would love to be invited to write for Road Ahead again.

From domestic violence to hijackings, terrorism in the States, unrest in South Africa and elections around the corner. So much uncertainty and confusion, who am I going to vote for? How long is Oscar going to get?

So many things that need to be answered. Important things in our life, or so we think? With the drama that is happening and the constant unrest in various parts of the country it is hard to see how we will achieve any substantial benefit from the road closures and diversions. Yet we must press on, deliveries must happen, clients must be serviced and our vehicles have to remain safe during all of this.

Recent trends

A couple of tracking and recovery providers have seen an increase in stolen vehicles being recovered with stolen merchandise on or in the vehicles – everything from copper to household goods being transported from recent burglaries or heists. Recovery agents along with SAPS have been working tirelessly to recovery

these loads and vehicles. In a recent recovery, a recovery agent spent nine hours on a recovery scene working to get the load secured and processed.

Choices

Our transport industry is at a competitive crossroad at the moment with load security a priority and running costs as high as they are.

I had a look at some of the role players in the tracking industry and the big five still feature predominantly. However, I focused on some up-and-coming companies that are starting to make their mark in the industry. I asked the CEO of Intellidrive, Andrew Barnard, what their point of difference was? His answer was simple: "It's about the customer, not the sale, not the vehicle they drive ... the customer. We make sure that our customers walk away from us with peace of mind and what they want. Our tracking platform is easy to use and can be accessed from anywhere in the world via most internet connected devices."

With the need to simplify business and security into one easy

to manage bundle most transporters, especially the smaller companies, are migrating to the smaller tracking companies with fewer hassles and easier to manage tracking services. Most small transporters are looking for services they can access from their cell phones or tablets. Some providers offer web based tracking platforms that are complicated to use and this doesn't really interest the smaller consumer.

"That is why we have the platform we have, makes it easier to use for the guy in the ground," says Barnard

Another company I looked at was Gotyou.co.za; they have a system designed for cross border use – an Iridium GPS tracking device that allows you to have constant eyes on your vehicle when the vehicle crosses over to the proverbial "dark-side".

So how do we get all the information about the many companies that serve us and offer us different packages and deals? The usual way. Ask Aunty Google or ask a friend or another company? You will end up blowing a vein in your head by doing the above. What I have stumbled across in the US is the ability to do service comparisons between different providers. Do we have something like this in South Africa?

I did not know we did until recently – www.trackingcompare.co.za is a website designed to offer you comparisons and tracking deals direct from some of the bigger and more professional suppliers in South Africa.

Tracking companies will be able to offer you better deals through the site and make it easier to get a service representative to give you what you want. They do the hard work of finding a company that suits your needs. It is well worth the time to see what offers you can get for domestic and commercial use.

The other side of the pond

What is the US doing differently to us? Well we seem to look at

them as the model we have to work from. I disagree – the States has a lot going for it that we don't, and we have a lot going for us that they don't.

During recent discussions with some of the tracking companies in the US it boils down to one thing – cost.

The end user doesn't care about the ability of the unit or how smart the programme is or what the app can do, it's about the end cost of the unit and make no mistake about this, if a competitor approaches your client and offers them a better deal that costs your client less than what you are offering, you will lose that sale.

The US does not rely on the private sector for the recovery of stolen vehicles like we do here in South Africa; they rely on the local law enforcement in the area where the vehicle was stolen.

It is certainly something to behold. Circulation of stolen vehicles is not a priority with the law enforcement departments as it takes up to two days for the vehicles to be circulated. However, when it is circulated, all efforts are made to circulate it. An alert is issued and the vehicle is circulated statewide. The recovery rate isn't as good as it is in South Africa. Some tracking companies offer a \$5 000 payout if your vehicle isn't recovered within 30 days. If you intend to get a tracking unit in the US there are enough companies to choose from, all with their own pros and cons and all of them willing to go the extra mile to get your business.

Is it something we should look at in the South Africa, who knows? All I do know is that we all try and get the best from our service providers and so we should. We should be insisting that our providers are on top form. Don't allow your provider to be complacent.

Tony Dobson





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Corruption and fleet operations: can you protect yourself?

Every year, there are literally thousands of hijackings on South African (SA) roads. There are also as many as over a million crashes. Theft affects almost every road transporter in Africa at some time or another.

All these unpredictable, unpreventable and uncontrollable (for the better part) losses compound to create a risk environment that causes sleepless nights, endless headaches and yes – losses. Huge losses.

But this is not another article on those risk elements. Those

topics have been covered in other articles and by other authors. The issues of crash and crime risk – albeit a very high risk – has become more of an accepted norm than an exception, these days. People accept those as the “cost of operations” already and everyone knows that a trend is developing: crime is on the rise; deal with it.



Luckily, as far as collisions are concerned, we can develop and introduce an array of mitigation technologies and processes: Everything from in-vehicle video/telemetry recorder, to driver behaviour analysis, tracking systems, improved vehicles and more advanced driver training all stand together as a united front; designed to manage and reduce the risks associated with transport.

As far as theft is concerned, you can always build higher fences, add CCTV cameras, increase patrols and supplement your security forces. Better access control, access cards, biometric access control and a host of other security measures can all but eliminate theft from premises and depots.

Luckily for us, the SA police service and METRO police units are introducing ever more “collision units” to attempt to better investigate and prosecute road crime offenders and now even a new National Traffic Unit has been established by the National Department of Transport’s Road Traffic Management Corporation. New recruitment drives by the SA police, some shifts in management and new rank structures and even a recall of experienced police officers and reservists are all included in the national strategy of the SA Police Services. All to fight crime. To reduce it. To stop it, if ever possible.

They have our back. Our government is coming to the party like never before. They are here to protect us. They are our trusted angels in blue and whatever colour they choose to wear to be invisible when operating speed trap instruments. They are there for us.

Or are they?

To use an animal analogy – if you want to protect your property, you get a dog. A big one. Loud bark, big jaws, eager to attack. Sure, the family poodle is cute, but it will not deter would-be robbers, thieves and murderers. At best it will make a noise. No. You want something big, strong, fit, capable, intimidating and even deadly. After all – it’s your life you are protecting. You train it to attack on command, to patrol regularly and to literally sleep with one eye open and one ear up. You feel safe. But what if this dog turns on you? Who protects you from the animal that you trained. The one you are supposed to trust? How do you defend yourself?

Analogies aside, a worrying new trend is rearing its ugly, despicable head in SA. While it is currently more prevalent in KwaZulu-Natal, like any other crime trend ranging from hijackings to farm murders and even xenophobia and public unrest and protecting – it will spread. Like a cancer, it will proliferate onto the alleys, streets and highways of our emotionally and physically ailing society. It will eat away at the last semblance of hope and a promise of safety we all hang onto – our trusted law enforcement officers.

This new trend comes in a form so disturbing that it warranted this long introduction and careful consideration. This is a new



trend that every risk manager in SA needs to be aware of. Whether you operate a large or small operation, whether you are an owner driver or a fleet owner – read on and take very careful note. The tides are shifting. Your risk profile is about to explode into a new era of frustration.

We are talking about highway robberies, committed by law enforcement officers. Robberies conducted in plain view of the public. Robberies that involve real law enforcement officers (more often than you will ever want to believe). They don't use guns. They don't hurt anyone physically. They don't ever have to explain themselves and they get away with it as easily as they do with not wearing a full uniform while on duty. We are talking about "highway cellular robberies". No, not robberies of cell phones.

Robberies over cell phones

See, the "scam" works like this: The truck is stopped by uniformed enforcement officers in full uniform and with marked

vehicles. They will approach the driver and appear as official and natural as any other officer on any other road. They will ask the driver for his driving license and "check his truck". They will then find something wrong with it. Often something obscure but illegal: Reflective lines are too high or too low, not long enough, not covering enough of the length of the vehicle. They might even refer to reflective lines not being continuous. Perhaps a tail light that does not work properly or a chevron that is poorly maintained. Expired license disks and operator cards and bald tyres or oil leaks are like bunnies to wolves. Then they pounce!

They ask the driver to call his manager, supervisor or owner. They make the driver use his own cell phone. Not theirs. They then speak to the owner or manager and inform them that they have stopped their truck and that they now "have a problem". The unsuspecting victim will be approached in a tone and with neurolinguistics that are so typical of law enforcement that they won't even realise they're about to fall victim to a crime.

Because the following references are based on an actual report,



names and locations have been edited out completely. The reporter is concerned about victimisation or specific targeting – if the officers involved were ever to detect that efforts are afoot to locate, expose and prosecute them. The following is a transcript of an actual conversation, with some details removed as well:

“Sir. This is traffic officer (surname) and we have just pulled over this vehicle of yours in a road block here on the (road). Unfortunately we are having a problem. This truck of yours, driven by (driver) is now not roadworthy. The problem is that we have to take it into custody now because we cannot allow it to travel further.”

Of course, up to this point, everything sounds and feels just fine. The truck is unroadworthy and the officers are just doing their jobs. Or are they? When the manager inquired as to the nature of the problem and why the vehicle would be taken into custody, where it will be kept and what the officer’s name and force number was, things went the wrong way...

“Look here. I am not going to give you my name and what what ... I am saying that if you can pay me, maybe one thousand or something, we can let this guy go. We do not want to keep him and we know that there is stuff on the back that must be delivered. If you are not going to co-operate then we just take the truck and we will even charge this driver. You will not get your truck until this case is finished, ok?”

Now the manager realises there is a bigger issue at stake. He is at risk of the driver and the truck being detained or worse and all it will take to “make this go away” is to pay this cop the R1 000. It’s so simple really. As the conversation develops, the voice demands payment via virtually untraceable means. This is the “robbery” part, being perpetrated over the cell phone, during the night.

In this case, the manager alerted the company directors, delayed the officers, called a local police station and after a long period and several calls, demands and arguments, they got hold of a senior police officer (a station commander) to go to the scene. No money was eventually paid and the truck was actually completely in order. Nothing was wrong with it.

But others are not so lucky. Amounts ranging from as little as R500 and as high as R5 000 have been paid – and it happens a lot. More often than by chance. Most people are so surprised, so taken aback and so intimidated that they pay. Few – if any – dare resist or refuse to pay, out of fear that those “official threats” become a reality. Any business that has ever had any dealings with this kind of matter will know that trucks can be held for up to weeks or even months, if police officers are unco-operative. If truck drivers are arrested and vehicles actually impounded, the costs soar: Attorneys, lost operations, bail for the driver, managers driving around trying to resolve the matter and even further bribes all add to the costs and misery.

Sometimes, the company is exploited in this way; at other times, the driver directly. Another case involved claims that the

reflective lines down the side of the truck were not continuous, as required by law. In that case a quick payment of R100 by the driver, directly to the officer, resolved the “problem”. But is this even true? In this case, the Road Traffic Act does not refer to the continuous or broken design of the reflective tape at all; it merely explains when and on what vehicles such reflective striping must be attached. It is therefore reasonable to assume that this is a good example of an “obscure law” that no one could easily test or dispute.

But what can be done? Surely, paying the bribe is cheaper and easier than getting into the fight? Surely there are fights that are better not to get into? Surely, as a transport operator, anyone would understand that paying a small amount and being able to resume operations immediately is “more economically viable” than resisting and submitting to the process that could see operations halted for days or weeks (for that vehicle), the driver arrested and jailed, legal costs and possible product loss to spoilage?

Yes. True. But is this not the same as giving money to street children? IF you keep “feeding the beast” won’t it grow up? Won’t that dog you hired to protect your property turn on you if you keep feeding it raw meat? Are you sure that you want to turn the family dog into a hunting wolf?

The problem with bribery is complex and not easily manipulated or ended. You surely know that it has become so



rife and commonplace that even soccer moms are “in on it” by now. The cop stops you, he finds something wrong, explains that “we have a problem” and you interpret it to mean “we need money”. You pass over a couple of bucks and there “was a misunderstanding” and everything is now resolved. Move along. Nothing to see here ...

But what if you feel that this is wrong – as you should? What if you believe that corruption, bribery and criminality should be stopped? What steps can you take? How can you prevent this from happening or fight back when it does? How do you stand up to the school bully that wants to take your lunch every day? There are a couple of suggestions you could consider – some more practical than others but all legal and within your rights.

The first thing you need to know is that bullies rely on two things: Fear and fear. They want you to be scared. They will typically corner you when you are most vulnerable. They are masters at manipulating opportunity. When it comes to the kind of corruption referred to here, the opportunity is also manipulated. Drivers will be exploited more when they are alone, in remote areas, late at night or in areas that are crime hotspots. Since you cannot take another road, you need to prepare for the inevitable; you need to act and think as if this type of crime is going to happen and develop prevention and mitigation strategies immediately.

It starts with technology.





Vehicle tracking, video/telemetry recorders, audio recorders, panic buttons and the like. If you are aware of where your vehicle is at any time, trying to react to a situation is vastly more possible. If you are supported by a reputable tracking company with adequate resources, you can deploy them immediately to the scene. If your driver is properly trained (go and search Youtube for “Evocatus Security Services” and watch the Hijacking Awareness Video the author produced) you might have a chance. But the driver must act proactively.

Here are some steps you can take to protect yourself:

Drivers must be trained and they must learn that ANY unscheduled stop is a possible risk. Drivers need to share in the risk awareness mindset of the company. They need to be specifically instructed that – no matter the reason; even if they come across an official roadblock with hundreds of police vehicles present – they need to use their PANIC BUTTON. This will alert the tracking company of the event, initiate efforts to verify that all is in order and give the driver the power of knowledge that something is happening behind the scenes. All he has to do now is not answer his phone and suspicions will be raised.

Vehicle managers and controllers need to understand what a panic alarm means and how to react to it.

Calling the driver and asking “are you okay?” is hardly adequate. Under duress, the driver is hardly going to tell you that he is being held hostage or captive and being intimidated. Rather develop code words or duress signals that the driver and the controller will know about. This places him in a position to report duress without being detected and with the knowledge that help is being summoned.

The driver also needs to be trained to be more vigilant. The author offers training courses in the identification of legitimate law enforcement officers.

Things like mismatching uniforms (one wearing sneakers and the other polished shoes), the wrong kinds of blue lights, the absence of branding, firearms shoved into wait belts and not holsters and even the absence of a name tag can all be preliminary indicators of possible criminal activity.

The driver should be trained to specifically look for things like name tags (it’s an old “police trick” for officers to swap name tags to cause confusion in court later), police station names on vehicles, unit numbers (those numbers used to designate patrol units) and the absence of radio chatter.

Legitimate police will often leave their personal radios on and all manner of police chatter can be heard – especially in busy areas. If some or all of these aspects are missing or detected, the driver should know he is the potential victim of a crime.

Know the law.

The problem with these kinds of issues is that these officers rely on their superiority.

They have the power. The first thing they rely on is that “the law is on their side”. They know the law better than you. And you can “fake it till you make it”. As long as what they say the problem is sounds official enough and reasonable enough, your uncertainty will place you at risk.

By studying the Road Traffic Act more carefully, you will be more aware of the actual rules. Getting a copy of the Roadworthy Manual for Goods Vehicles and Buses from Foresight Publications is an absolute must for all commercial operators. The manual covers every aspect of roadworthiness in great detail and presents it in a way that is very easy to follow and reference.

Remove their power.

This is the hardest part of this type of interaction, fighting back. Victims fall prey to bullies not because bullies are always stronger but because they fear the consequences of fighting back.

The fact is that the corrupt law enforcement official will only enjoy his little effort as long as it is fun – as long as he is in charge.

As far as neurolinguistics go, things like apologising, asking for forgiveness, begging for a “way out” or admitting fault are all signals of the perfect victim. You need to turn the tables.

The following is a good example of how this can be done without antagonising the “officer”:

“Officer, I want to thank you for your vigilance and for doing your job. You are clearly a highly experienced officer and we certainly need more officers like you.

I fully understand that we are subject to the laws of SA and my vehicle and my driver should never be above those laws.

While it is very inconvenient for me and the driver, I fully understand and respect that you must do your duty and that it is not within your power to overlook something like this. Please proceed with the action of arresting the driver and impounding my vehicle, as required by law.

I will call our attorney immediately to make arrangements for bail and contact 10111 to report your actions so that we can both have a record of this.

Fortunately, our calls are also all recorded, so I do not want you to be exposed for helping me out if you are not allowed to.”

You can then add, as relevant: “If you must issue a fine or discontinue the vehicle, I also understand and thank you for that. I will send a replacement driver and a vehicle to transfer the goods immediately along with our standby mechanic to attend to the repairs.

Thank you so much. Where are you taking my driver and the truck, sir?”

Yes. You are going to say: “And what if that doesn’t work?” This would be reasonable.

But at least if this doesn’t work, you will know that you are dealing with a seasoned criminal who is capable of making demands directly and not merely an officer trying to exploit an

opportunity that is too good to pass up.

The next thing you can do is to put poison in that raw meat your trained dog is now lusting after, with saliva flowing from its sharp teeth and gob-filled mouth. Mark the money.

If you are going to fall prey to these kinds of attacks, make money available to the driver. Marked money.

There are two ways of creating “hot money”: You can either add an invisible ink stamp or mark to the money (this might be illegal in any event, but it is better than nothing) or you can take the notes – perhaps ten hundred rand notes – and photocopy them or photograph them with your cell phone.

This way, if the “crime” is over, you can report it and prove the involvement of the officers, if you act quickly enough.

There is no better way to expose this kind of crime than to be able to prove that you know the serial numbers of the money in the officer’s wallet.

While they will often use techniques like demanding virtually untraceable transfer methods (like the so-called “Zama-Zama”), cash is king and they will love the novelty of not having to take the risk of an electronic record of any kind.

By giving the driver the ability to “spike” their efforts with marked or tracked money, you can open the door to a better tomorrow – one where the criminals are brought to book.

In every case, you will need to move quickly, decisively and confidently, if you are going to react at all.

Perhaps rather paying up and carrying on as if nothing happened is adequate for you or easier to do.

Perhaps this is cheaper and better than the alternative. Perhaps you do not believe in the legal system anymore and do not want to waste time in court, perhaps for years, only to see the criminal walk or get a fine that is much less than the bribe he demanded. Perhaps you will bury your head in the sand and hope that someone else will “do something about it”.

You would certainly be forgiven for making these kinds of decision, because “everyone does it”.

But where does it end? When? Who is the “they” that must do something about it? Why can it not be you? Why can you not stand firm and receive training on how to manage these kinds of situations?

While this one article cannot possibly cover all the types of crimes and methods you can use to prevent or react to these kinds of attacks, it serves as a wake-up call.

This is happening now. It will only get worse. The less you do, the quicker this trend will grow. The hungrier the dog will get.

Stan Bezuidenhout



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Transporters as waste generators required to register on SAWIS

The safe disposal of hazardous waste has become a critical issue for business in South Africa, with specific measures of accountability clearly being laid down in the Waste Act 59 of 2008 and the National Waste Information Regulations of 2012.

This legislation controls the collection of information on waste and waste management in South Africa to fulfil the objectives of the National Waste Information System (SAWIS)

In 2006 the SAWIS was piloted in Mpumalanga and Eastern Cape. In 2007 and 2008 SAWIS was then further rolled out to KwaZulu Natal, the Free State and North West. 2008 and 2009 saw SAWIS being rolled out to Limpopo and the Northern Cape and then in 2009 and 2010 SAWIS was aligned with the Gauteng and Western Cape Provincial Waste Information Systems.

Registering on the SAWIS

Generators producing in excess of 20kg of hazardous waste a day must register on the National Waste Information System (SAWIS). Once registered, these generators must submit information to the SAWIS within 90 days and the information needs to be based on actual volumes, not estimates.

Anben Pillay, the Director of Waste Policy and Information Management for the Department of Environmental Affairs recently addressed guests at the annual NORA-SA (National Oil Recycling Association of South Africa) AGM about recent updates to SAWIS. Pillay advised that the SAWIS currently has around 6000 registered facilities and that the DEA has been conducting verification audits on these - which have revealed various anomalies. Pillay further advised that plans are in place to upgrade the project to become more user friendly, increasing its functionality and allowing for 3rd party audits as well.

Raj Lochan, CEO of the ROSE Foundation (Recycling Oil Saves the Environment), advises that for those businesses



Lihle Mqayi, (right) explaining to Unathi Dube (left) and John Ndlovu (centre) of Mandlesilo transport on how to complete the waste manifest document. Many thanks

not sure if they should be registering on SAWIS or not, the Department of Environmental Affairs has provided a helpful list which can be seen at <http://cr.environment.gov.za/who.php>.

“If you are required to register, then go to the register function at <http://cr.environment.gov.za/regindex.php>. The first requirement is to select the registration ‘type’ for which you are applying. Choose from the following list: Hazardous waste exporter; Hazardous Waste Generator; Waste Disposal; Waste Recovery/ Recycling or Waste Treatment.”

“All new registrations are required to fill in some basic information about the registration type, the site, the company and the contact person. Certain of these fields are compulsory (indicated by an *) and must be provided to ensure a successful registration. Upon saving your registration, an email will be sent to you (provided an email address has been entered) notifying you that your registration is currently awaiting authorisation by the Department.”

According to Lochan, depending on the validity of your registration, the responsible system administrator will either approve or decline your registration. You will be notified of your registration approval via email (provided that an email address has been entered upon registration). Should no email address be provided, you will be notified telephonically, or via fax or post.

“All successful registrations will be issued with a DEA unique registration number, a user name and a password, which may be used to then login into the central registry to change any information as and when required.”

For more information and to register visit <http://cr.environment.gov.za/index.php>. For more information on used oil in South Africa contact the ROSE Foundation on (021) 448 7492 or visit www.rosefoundation.org.za.



When you dump used motor oil into drains, or dispose of it unsafely, you're not only threatening the environment, you're threatening your well-being too. Used oil is a hazardous waste that can contaminate drinking water. Always use ROSE approved collectors and recyclers to dispose of your used oil.

For more information call the ROSE Foundation on 021 448 7492. Email: usedoil@iafrica.com or visit: www.rosefoundation.org.za



RECYCLING OIL SAVES THE ENVIRONMENT

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Volvo I-Shift thrills at Gerotek

A chilly autumn morning was met with a heartwarming welcome by Valentia Hobbs, GM Marketing at Volvo as we assembled for the launch of Volvo's latest I-Shift innovative technology.

Opening the days event, Malcolm Gush, sales director, Volvo Trucks, gave a visual, informative introduction to Volvo's global driving progress through history, which started in Sweden in 1928.

Eric Parry, product and sales engineer – Developing Markets, followed suit and introduced us to the I-Shift, a breakthrough in gearboxes which claims to be the first gearbox to present you with two extra “crawler” gears.

Weighing no more than 48 kgs, this enables quicker upshifts up to 325 tonnes.

The gearbox also has two additional cog wheels which allow for flexibility and precision driving at a speed as slow as 0.5 km/h. Crawler gears help reduce fuel and 25% of clutch wear. There are specific packages available for precise needs.

Tandem axel lift

This feature saves 4% of fuel, saves on tyres and creates better traction – not to mention increased driver comfort. It provides



more efficiency and manoeuvrability and coupled with the dog clutch, your tandem axle automatically drops as the load increases.

This too, is a new offering – an option for a heavy duty bumper, which not only protects the headlights but also lessens the risk of truck damage. The bumper itself come in three separate pieces making it most cost effective in the event of needing to replace a damaged bumper – instead of replacing the entire bumper, only replace the damaged part.

Next, we were enlightened by Pieter le Roux, Telematics specialist, who educated us on the new My Ownership application which will be available for download onto your i-Pad from the end of June, 2016.

This app optimises ownership of not only your vehicle but your business too, thereby increasing revenue and minimising costs. It calculates productivity in relation to fuel consumption and safety. It also gives you updates on all Volvo news. This product will be available to the South African market from the end of June.

Severe conditions

Clifford Steele, sales engineer, reminded us that Volvo Trucks originated in Sweden and were designed for severe weather conditions, be it weather or terrain, or a combination of both, from mining through to forestry. These vehicles with automatic traction control are unique in the industry and provide better manoeuvrability with the option of all wheel drive.

The dog clutch gives the driver the option to revert back to normal (from automatic to manual) when applying the tandem axle lift. This also causes less damage to the drive train.

The morning concluded with the Volvo team inviting the media members in attendance to test drive these top of the range trucks. Each member was assigned to a driver trainer and a truck. This Road Ahead reporter, a somewhat nervous driver (in fact, cannot drive at all), was teamed up with Johannes Thabana who made driving a truck look like child's play.

Sitting in the most comfortable seat, and before taking off and after buckling up, full instructions and demonstrations of the controls were given. With a turn of the key, we were off!

The ride was smooth and the dynamic steering made this FH 440 as easy to steer as drawing a pencil line across a page. I fully understand now how a hamster can steer this vehicle!

Linda Smith



Apps take fleet management industry by storm

Johannesburg based T4 Freeway Fleet Systems has been providing solutions to the transport sector for decades. The company's latest software release includes a series of apps that are taking the industry by storm, with users ranging from sub-Saharan Africa to the Far East and Europe.

Freeway's managing director, Patrick Tandy, says productivity apps are as new as the explosion in smartphone adoption, but are built on foundations established over decades. "By enhancing our existing systems instead of starting from scratch, we have been able to provide a very deep and rich level of functionality and a strong fit between software and user requirements rooted in proven business processes."

The apps are currently used to ensure vehicle inspection compliance for London's red buses, to notify Singapore bus passengers of bus arrival times, and to manage workshop processes via electronic job cards in Europe and Africa.

Freeway is also leveraging its partnership with Mandata, Europe's leading Transport Management System (TMS) supplier, to offer its southern African customers cutting edge in-cab productivity tools. Thousands of drivers are receiving electronic manifests, and capturing PODs via their smartphones. The result is that instructions to drivers are instant, customer POD documentation is captured immediately and there are no delays in invoice generation.

Freeway foundations

The company provides fleet operators with a comprehensive solution for fleet and workshop management, including

scheduled maintenance and cost control. The system captures huge amounts of data and generates reports for analysis, providing complete visibility into the availability and operational status of every vehicle in the fleet as well as spare parts in stock.

It captures operating defects, and the procurement function enables auto-replenishment of parts. Parts can be tracked back to origin and their entire history viewed. Freeway also captures maintenance, repair and running costs, and calculates fuel efficiency, enabling users to see exactly what each vehicle has cost them over the years.

According to Alan Friend, admin manager of Zimbabwe-based Biltrans, Freeway's procurement platform has enabled the company to reliably and accurately maintain the levels of stock necessary to support its fleet at the right price. "While this might seem straightforward, companies in Zimbabwe face unique challenges, largely due to the necessity to directly import much of our requirements," explained Friend.

"The auto-replenish function, with its detailed per-part-per-supplier price and lead time analysis, has equipped us well to tackle these challenges. It has also enabled us to streamline our procurement processes, lowering transactional costs and reducing the manual processing demands on our procurement staff. This, together with a bullet proof authorisation chain, has put us leaps and bounds ahead of where we were prior to Freeway implementation."

There's an app for that

Freeway's apps cover various aspects of operations management and workshop/cost-control:

The manifest app: Sending work and receiving PODs is quick and easy with this smartphone app. As jobs are planned in the TMS, manifest details are automatically sent to drivers so they can embark on the job. The app enables drivers to take sign-on-glass signatures, process PODs and take photographs for non-conformance purposes. The details are saved instantly and are available for customers to download from the web.

Sub-contractor's app: This app enables transport operators to work with external contractors as if they were company staff. Jobs are sent to a sub-contractor's mobile device, and progress updates and PODs are received back in the TMS as each job is completed. If the sub-contractor has a smartphone, operators can extend their communication and control to the vehicle.

Transport analytics dashboards: This provides live visibility of KPIs via the cloud and mobile devices. With an extensive library of pre-defined or custom KPIs available, users can unlock transport data and access vital results instantly, wherever they are.

Inspections apps: Drivers and engineers can conduct vehicle inspections via smartphone or tablet, generating instant notifications. All defects appear in the workshop control screen, enabling immediate allocation of resources and procurement of parts. Critical defects are also notified to the Operations Traffic Pad. Designated contacts for each vehicle can be auto-emailed in relation to defects and incidents.

In workshop app: Engineers instantly see outstanding work on their tablets or phones. As soon as an engineer has corrected a defect, the updated status (and vehicle availability) can be instantly communicated back to operations in order to reduce vehicle downtime. Defect rectification is also recorded automatically on the app, allowing the user to record productive and non-productive time.

Parts request app: Engineers can click from the defect they are working on to request stores parts. In-built intelligence suggests parts based on the make, range and model of the vehicle, and specific componentry of the defect. Fitters queued at the stores issue desk are a thing of the past.

Vehicle history and docs app: Engineers can also view a vehicle's recent repairs and parts issue history. For example, if they are replacing a battery, they can instantly see the number of days that have elapsed since the last battery issue. Any related technical documentation can also be viewed.

Purchase order authorisation app: Purchase orders generated from Freeway are emailed directly to the supplier. If the order originator exceeds his authority, the purchase order is emailed to the next responsible user in an authorisation chain. Clicking on a link within the email automatically opens the authorisation app, showing the authorisation user all key details in relation to the order and provides an opportunity to support or deny the order.

Stock control app: Perpetual stock takes are automatically generated on stores staff mobile phones in accordance with the user's required stock-take frequency. The app steps the user through the bins to be checked, and records quantities counted (with options to hide or show expected stock levels).

Inspired by its experience with Freeway in its London bus operations, Tower Transit in Singapore is using Freeway's inspection apps. Drivers conduct pre-journey walk-around checks, while engineers conduct inspections and can photograph issues that require attention. The inspection results are automatically uploaded into the system, and the audit trail remains for the life of the asset.

**Pick a language**

Freeway's inspection apps are multi-lingual, in that the user specifies the desired language and sets up the translation of the inspection questions from English into Afrikaans, Zulu, Xhosa or any other language. The clever app also knows which drivers speak which language.

"When Tower Transit Singapore reported that many of its bus drivers were struggling to read the first-use driver check in English, we worked with them to provide a Mandarin translation for those drivers," said Tandy. "We pride ourselves on our ability to respond to specific requirements."

Media release



Staying on top of your game

In the modern era of trucking a simple smart phone can save your company time and money, which can be the difference between making and breaking any logistics company that does not integrate technology properly in trying times.

Pieter le Roux, Head of the Telematics offerings for Volvo Trucks for the South Eastern Africa Region elaborates on Volvo's app system, and key savings.

What key features does the Volvo App offer large fleet owner?

My Ownership: This is a unique, interactive simulator tool that's about the customer and his business. How the customer, with the help of Volvo, can make their operation even more successful and profitable. The My Ownership App was developed to help the customers optimise their ownership and boost the overall profitability of their operation. It allows customers to explore our total offering in the context of their business needs and reality. It also gives them a good indication of the value created when specific products, features and services help you to meet these needs. They are able to make simulations based on their figures and estimations.

Dynafleet: Dynafleet is a fleet management tool that was developed by Volvo. The hardware is standard on all new FH/FM (4) vehicles and the first years subscriptions are free of charge. They key services offered are as follows:

Positioning:

- Shows the truck's exact location down to street level on Google maps
- Provides information about times, drivers, speed, load and vehicle type
- Individual customer login to monitor their cargo progress themselves
- Historical positions of the vehicle can be viewed.

With Volvo Trucks' new services it is possible to monitor the truck's location in real time. The service is of particular benefit, for instance, to customers who operate time-critical transports or who haul high-value goods.

Arriving in time is important in all transport operations, but for time-critical transports it can be a crucial key to retaining a haulage contract. With Volvo Trucks' service it is possible to track the vehicle's geographic location, minute by minute. It's a facility that creates the necessary prerequisites for more efficient logistics.

The Dynafleet app provides constant updates on the performance of trucks and drivers in commercial fleets – wherever you are. This makes it possible to easily pinpoint critical data and take immediate actions for reduced costs and better vehicle usage.

Fuel and environment:

- Overview of fuel consumption, driven distance, emission levels, etc.
- Enables reports and analysis of how drivers perform on fuel efficiency
- Alerts if there are any significant changes in fuel level
- Automated mailing of customised reports.

How does the Dynafleet app help improve the level of driving?

The Dynafleet App supplies you with all the necessary information in user friendly reports. Although fuel consumption is one of the biggest factors showcased in these reports, Dynafleet also offers a Fuel Efficiency Report. This report uses an algorithm from these reports to score drivers on their driving. Four key areas are scored:

- Anticipating and braking
- Engine and gear utilisation
- Speed adaptation
- Standstill.

Each one of these categories has several sub-categories that are also scoring the driver. The driver is given a score out of 100 in each one of these categories that adds up to a total fuel efficiency score out of 100. The higher the better, of course. This assists fleet owners in not only seeing the driver's fuel consumption but also the manner in which they are driving the vehicle.

What have been some of the success stories from Dynafleet?

We have quite a few success stories but here are just a few:

1. A customer's vehicle was hijacked in Harrismith and the onboard tracking unit was removed. Through the Dynafleet positioning service we were able to track the vehicle and assist in its recovery in Germiston.
2. A customer with x18 new FH vehicles had an average fleet consumption of 46 l/100km. These vehicles are pulling Taut-Liner links. Through the fuel efficiency scorecard we started coaching drivers on how to be efficient drivers and we were able to lower the average fuel consumption to 39.8 l/100km currently.

How is technology changing the face of fleet management and logistics?

We are currently in tougher economic conditions. Operating margins are getting lower and lower. In order to be competitive and maintain profitability companies need more sophisticated assistance than an Excel sheet. There are more and more companies that rely on these systems for information, and by having in depth information into ones company, we start to see

that mayor business decisions are being made with information supplied by these systems.

They are changing the way we look at our vehicles and the type of information we would like to get.

Do any Volvo apps help track down/avoid possible hijacking/hotspot situations?

In Dynafleet we offer an add-on service to positioning. This is called Positioning+. Positioning+ allows the owner to create





geofences on specific routes. Should the driver of the vehicle deviate from this prescribed route, the owner/operations manager/risk manager will be informed of this event. By geofencing certain routes customers can avoid hijack/theft hotspots.

How far away are we from self-drive trucks on the national highways of Africa?

Well technology wise we already have the hardware that can drive on highways on its own. The autonomous truck, I believe, is a dream for all transport operators. This will, however, be rolled out in phases. First only highway driving will be done autonomously whereafter more and more roads will be driven this way. It has been discussed that we might see the first of these vehicles in 2022 in Europe.

We have a few challenges to overcome for this to be a reality in Africa.

Legislation dictates that a driver needs to be in control of the vehicle at all times. We will need to have a look at that and that, as we know, can be very timely. The infrastructure in Africa will be the biggest drawback. A lot of these autonomous systems rely on the line markings on the roads to assist with lane changes and lane keeping.

We have a lot of roads that are not clearly marked or have very

poor lane markings. The surface condition might also influence the computer system when driving as it does not have the same senses as a driver to detect or anticipate poor road conditions. So realistically, I cannot see this becoming a reality in Africa before 2040

How has mobile technology helped in terms of truck maintenance and avoiding possible engine problems through prior warning?

Over revving and engine load are showed in Dynafleet. This will be in the easy to use App as well as in the portal in the reports. We are therefore able to see if there are abnormally high engine loads, and/or if an engine has been over revved. Fuel consumed is measured on the injectors, thus we have true figures of fuel consumed by the vehicle.

This allows the customer to ensure that the engine oil is drained at correct intervals.

We are also in the process of rolling out the “My Truck” App. This will allow the customer to view the fuel, coolant and oil levels of the vehicle on his mobile device in real time, allowing him/her to remotely monitor the status of the engine as well as the conditions it is being operated under.

Sam Sithole

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Harnessing Sub-Saharan public transport

Mounting urbanisation will place immense strain on city infrastructure networks, of which public transport systems are a core component. Unlike in the developed world, where rapid urban growth was typically fuelled by the momentum of industrialisation, in Sub-Saharan Africa, urbanisation may not necessarily be supported by matched increases in economic productivity and wealth.

The resources required to support urban and human development, and to implement and manage affordable urban infrastructure services, may therefore be heavily constrained in many cities. As cities grow in extent and population, the ability of non-motorised modes to satisfy the travel demands of household's decreases and the need for motorised forms of transport increases, according to a report by UK Aid and the African Centre for Cities.

The lower the mean levels of household income, the more affordable these motorised transport services need to be. Collapsed formal public transport undertakings have resulted in informal for hire (e.g. motorcycle taxis) and public transport (e.g. minibus paratransit) service providers stepping in to satisfy this demand. The adequacy of these services, however, has been widely criticised in the literature.

With respect to public transport services more specifically, a common result of weak public sector regulation and driver revenue targets (i.e. the above-mentioned business models in which vehicle owners either claim a fixed daily revenue target and drivers keep the variable balance as income, or drivers keep an agreed portion of fare revenue as commission), is destructive



competition and poor quality of service.

Behrens et al (2015) argue that the problems commonly associated with paratransit operations in the Sub-Saharan African context can be linked to both ease of market entry, which in some instances may be entirely self-regulated through route associations or cooperatives, and the capacity of public authorities to formulate and enforce coherent regulatory regimes.

Un- or under-restricted market entry has led to overtrading on more lucrative routes. In the absence of effective law enforcement, this has led to attempts to violently remove competitors, aggressive driver behaviour, unsafe operations in the form of excessive speeding, signal jumping, illegal stopping and unroadworthy vehicles and unfair labour relations.

When vehicle assets have not been maintained and their replacement not planned for, the result has been tenuous business viability. Poor viability has in turn resulted in overloading on more lucrative routes, and the withdrawal of services from less lucrative routes or during less lucrative times of the day.

The resulting services often fail to meet the needs of the residents of Sub-Saharan African cities. Paratransit operations have also caused significant externalities: old and poorly maintained vehicles tend to be heavy emitters of air pollutants; and boarding and alighting practices that spill into traffic lanes reduce already limited road capacities considerably.

There is a broad consensus in the literature that there is an evident case for improving the quality, reliability and coverage of public transport systems in Sub-Saharan African cities. Part of this improvement effort should seek the introduction of larger vehicles with prioritised use of road space on higher volume corridors, thus enabling superior operating efficiencies and commercial speeds, and lower congestion and environmental externalities.

Recent studies indicate, however, that the capacity of public authorities in the subcontinent to implement large scale improvements to city public transport systems is constrained in terms of both human and financial resources. In some contexts the absence of this institutional capacity to undertake contextually appropriate mode alternatives analysis and plan public transport improvement projects that match prevailing urban and political contexts and fiscal resources has led to significant errors in the estimation of capital costs, operating subsidy requirements and implementation timeframes.

It is unsurprising, as noted by Barrett et al (2015), that in West Africa those cities that have managed to implement public transport system improvements in recent years all included some form of institutional reform in the improvement process (i.e. the establishment of AGETU [Agence de Gestion du Transport Urbain] in Abidjan, UPTUs [Urban Passenger Transport Units] and the proposed GAPTE [Greater Accra Passenger Transport Executive] in Accra, CETUD [Conseil Exécutif des Transports Urbains de Dakar] in Dakar, and LAMATA [Lagos Metropolitan

Area Transport Authority] in Lagos).

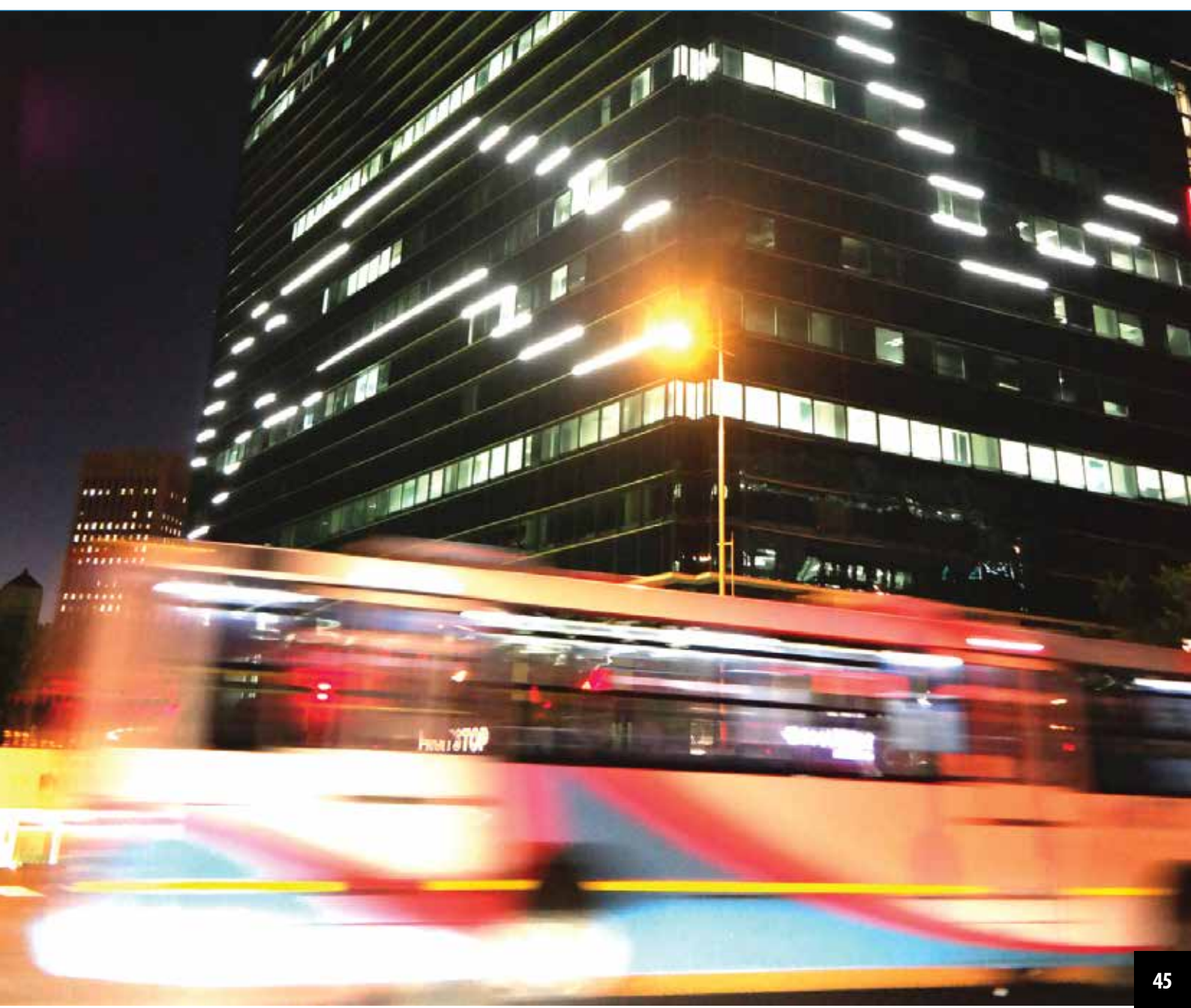
The African Transport Policy Programme study by Transitec attempted to measure this capacity in 20 selected case cities through the development a 'governance index'. Fifteen of the 20 case cities were located in Sub-Saharan Africa. The 'governance index' was developed to measure a city's institutional ability to improve the performance of its transport system.

An associated 'performance index' was developed to measure this performance. The indices were calculated using secondary data collected from resident experts in each case city, through a questionnaire developed for this purpose. This questionnaire included a mixture of qualitative and quantitative questions.

There are unsurprising correlations between better performance

and stronger institutional capacity, and better performance and lower urbanisation pressures. A further finding reported in the study was a lack of reliable and comparable quantitative data on city transport performance. Unsurprisingly the study found a correlation between stronger institutional capacity, and greater data availability and reliability.

An important component of institutional capacity to implement change is clearly the ability to raise sufficient capital and operating cost funding through taxes and levies, or through loans from financial institutions. The appropriation of 'best practice' public transport technologies that have not been fitted adequately to specific local institutional frameworks and passenger demand profiles, and as a result have not accurately





anticipated and secured the capital and operating cost funding required by these systems, will likely prove unaffordable without a major diversion of public resources from other sectors of fiscal spending.

Some South African cities offer examples of where 'best practice' technology transfers are encountering fiscal barriers. In these cities, the initial anticipation of subsidy-free or less subsidy dependent BRT systems has proven incorrect, and indeed the operating subsidies needed might even end up being higher than current levels.

Preliminary high-level estimates and early phase experiences suggest that significant subsidies will be needed for BRT operations, in addition to the costly compensation of exiting paratransit business owners.

Even if the improved schedule stability and efficiencies associated with dedicated bus lanes, pre-boarding fare control and reduced bus stop dwell times reduced the per passenger subsidies associated with the relatively inefficient conventional bus services being replaced, any large scale switching of passengers from unsubsidised paratransit services to subsidised BRT services will, by definition, increase total operating subsidy requirements considerably. It has been estimated that, for the six largest metropolitan cities, total transit operating subsidies will almost double in real terms over 10 years if policy objectives are fully realised.

A case can, of course, be made for the treatment of public transport systems as public goods, and for their subsidisation by the state in order to maintain no excludability and non-rivalry. If a higher performance system is being aimed at private car users (i.e. 'choice' passengers) then a subsidy might also be justified by benefits (in the form of decreased congestion and air quality externalities) to the city from a reduction in car use.

However, the national and municipal treasuries are under increasing fiscal pressure, and are unlikely to support dramatic increases in public transport subsidy levels. Municipal government treasuries are likely to be particularly concerned with the financial risks that accompany gross cost contracting arrangements associated with BRT systems.

Limitations in institutional capacity and fiscal resources require that public investments into public transport infrastructure improvements are both innovative, and subjected to thorough analysis and evaluation to ensure that they are appropriate to context. Before reviewing, in some detail, the alternative approaches to reforming or improving public transport systems that have been offered in the literature, it is perhaps useful to discuss first how mode technologies are currently being promoted and diffused in the Sub-Saharan context.

Over the past decade, BRT systems have received greatest policy attention. Following the widely acclaimed successes in public transport improvement in Latin American cities, BRT systems have been viewed by many city governments throughout

the world as a viable alternative to light rail and metro systems. The basis for this view is a supposition that the capital and operating costs of BRT systems are substantially lower than rail systems, and that the passenger capacities they can achieve are broadly similar.

While pre-dated by some Northern American and European urban bus ways (Chicago [1939] and Runcorn [1971]), the complete package of BRT innovations are widely attributed to Curitiba. The features of full specification BRT were introduced in this city gradually: following the initial investment in dedicated bus ways in 1974, innovations in pre-boarding fare control and a single fare for passengers transferring between trunk and feeder services were introduced in the 1980s.

For many years Curitiba's Rede Integrada de Transporte was regarded as the international BRT exemplar. In the past decade, however, attention has shifted to Bogotá's TransMilenio system implemented in 2000, largely on the basis of the extraordinary peak passenger loads achieved.

The international diffusion of BRT technology has been fuelled by the dissemination of planning and design manuals. International development agencies – particularly the Institute for Transportation and Development Policy (ITDP) and the Gesellschaft für Internationale Zusammenarbeit (GIZ, formerly GTZ) – have disseminated technical guidance, most notably the ITDP's bus rapid transit planning guide and the GTZ's Sourcebook Module 3b: Bus rapid transit.

To promote high quality BRT systems, ITDP and GIZ have more recently published annual iterations of The BRT Standard which defines what constitutes 'best practice' in BRT system design, and proposes a scoring method that celebrates high-quality systems (ITDP 2014). City BRT systems are awarded 'gold', 'silver' or 'bronze' status on the basis of the scores they achieve.

A further means of dissemination has been what Wood (2014a) refers to as 'policy tourism' in which politicians, officials and industry stakeholders undertook study tours to exemplar Latin American cities. Wood (2014a) reports that between 2002 and 2014, seven study tours were undertaken by six South African municipalities to Latin American cities (Bogota, Curitiba, Guayaquil, Pereira, Quito and São Paulo).

In Sub-Saharan Africa, the first 'BRT-lite' services were launched in Lagos in 2008, followed by BRT starter services in Johannesburg in 2009 and in Cape Town in 2011.

Construction of the first BRT corridor in Dar es Salaam began in 2012, and was scheduled for completion in 2014. Other cities, particularly in South Africa, are well advanced in their planning phases.

With notable exceptions in West Africa, some of these proposals, at least initially, were explicitly or implicitly directed at the large-scale replacement of paratransit services through the phased incorporation of incumbent operators into formal bus

operating companies, or through compensation deals.

Behrens 2014 reports that of the 168 BRT corridors for which launch year data are available, 115 (68%) were launched in the last decade. The data highlight the late adoption of BRT in above mentioned cities, as well as the pioneering contribution of Latin American cities (particularly Lima

[1972], Curitiba [1974], Belo Horizonte [1975], Goiania [1976], Porto Alegre [1980], Recife [1982] and São Paulo [1980]). Bus transportation arguably represents one of the few policy sectors in which innovation and technological development has flowed stronger from the 'global south' to the 'global north', than the other way round.

The policy tendency in Sub-Saharan Africa described earlier in this section to seek easily transferable existing solutions to public transport problems developed elsewhere, which replace existing paratransit operations, is argued here to be problematic. Notwithstanding the problems with existing services discussed earlier, the paratransit sector often presents benefits seldom

associated with formal, fixed systems.

Paratransit business owners are quick to respond to new demands for service, and as a result penetrate many and diverse passenger markets within the city.

In the context of the aforementioned unprecedented forecast urbanisation on the subcontinent over the coming decades, and the pressures this will place on already stretched government capacities and fiscal resources, an ability to respond rapidly to new patterns of demand is likely to be an important asset.

This demand-responsiveness, service innovation and coverage is, of course, achieved free of direct operator subsidisation. Paratransit can also offer an important source of income and poverty alleviation to a segment of the population that often finds itself superfluous to the formal economy.

This material has been funded by UK aid from the UK government; however the views expressed do not necessarily reflect the UK government's official policies.

Which artist would you recommend?



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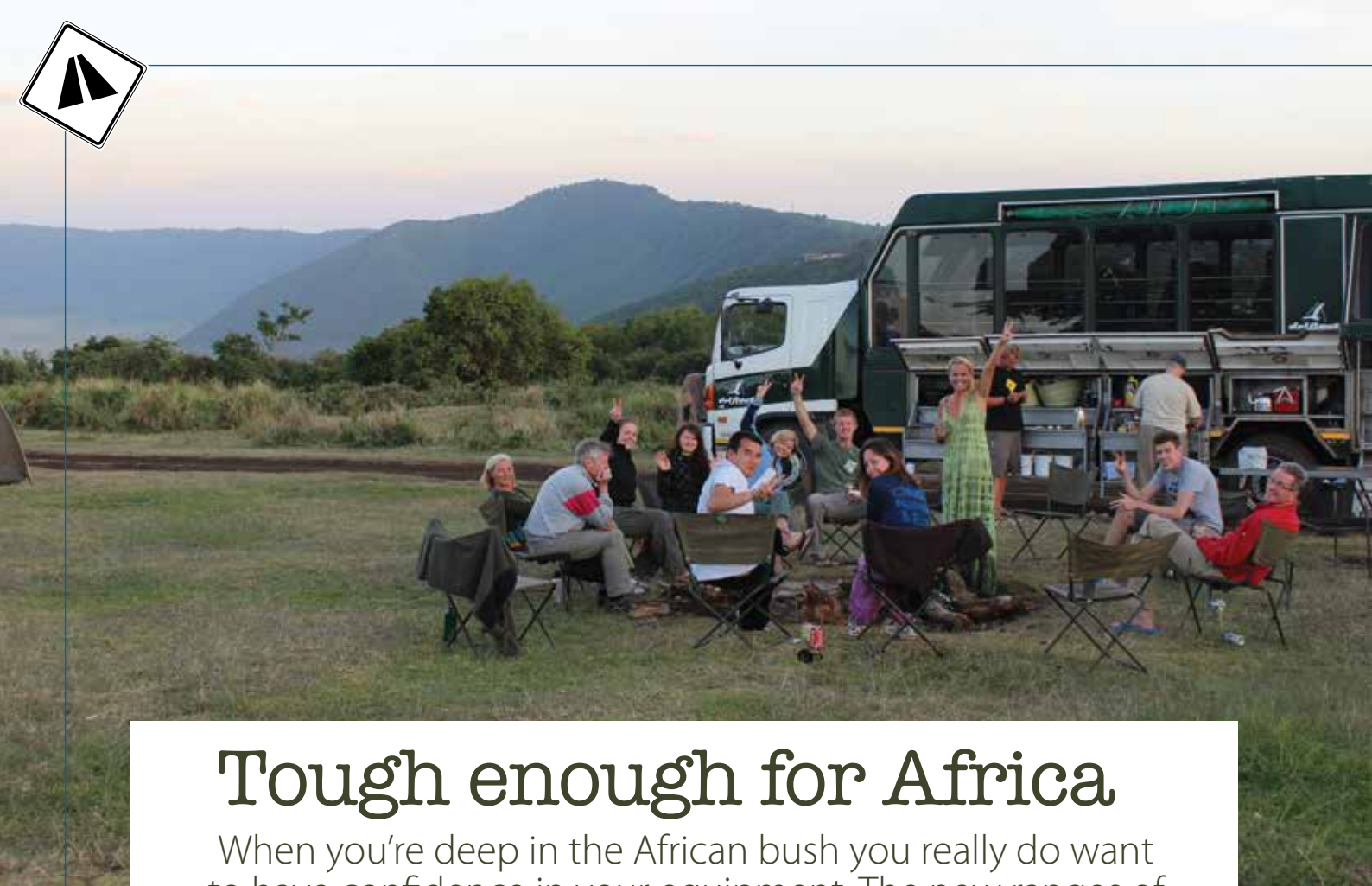


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Tough enough for Africa

When you're deep in the African bush you really do want to have confidence in your equipment. The new ranges of Hino 500-Series trucks have found favour with Drifters, who put the trucks to the ultimate test on a regular basis.

What this means is that these Hino 1626 truck chassis-cabs, which form the basis of a fleet of 18 overland safari vehicles, are proving very Africa-friendly in terms of reliability, durability, ease of maintenance and repair when operating in the remote regions in Africa.

"We are very satisfied with the performance of the Hinos in operations that are varied but can be very tough, particularly when storms ruin the gravel roads and rivers rise," said Steve Maidment, operations director at Drifters. "Our overland vehicles, which each carry 16 tourists, are often more than 1 000km from the nearest dealer, so reliability is very important."

Maidment went on to say that the Hino truck-based safari vehicles have now clocked up 3.6 million kilometres, often under harsh conditions. They have been virtually trouble free except for a couple of broken spring blades and a differential spider gear breaking due to getting stuck and the rear wheel spinning.

"The reason is that these trucks are built strong, with big wheel bearings and drive shafts. Importantly many of the steering, suspension and transmission parts have grease nipples, adding to the ease of maintenance and subsequent reliability. They certainly make my life easier!"

The switch to Hino came in 2010 after a lengthy study and evaluation of potentially suitable vehicles available on the local market. There are now 18 of these Hino vehicles being used in operations that extend from five to 24 days, with the latter trip involving travelling from Cape Town to Johannesburg via Namibia, Botswana, Zambia and Zimbabwe. Other countries on the Drifters extensive schedule are Mozambique, Kenya, Uganda, Malawi, Kenya and Tanzania.

A very important factor in the Drifters operation is that all the safari vehicle bodies are tailor-made by the company itself. These vehicles are unique in that they have to transport a full complement of camping equipment, such as tents, stretchers and chairs, as well as being equipped with a refrigerator, freezer, food storage area and a self-contained kitchen unit with cooking and washing up facilities.

The manufacturing facility is based in Muldersdrift, near Krugersdorp. A number of bus and truck body builders were used in the early days to build safari vehicles, but the requirements are so specialised that it was decided to take the manufacture of the vehicle body's in-house.

This was a bold move that has proved very successful over many years.

Sam Sithole

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