

IMPLEMENTATION OF A CROSS-BORDER ROAD TRANSPORT MANAGEMENT SYSTEM

D J Volschenk and B A Maluleka*

CSIR Transportek, PO Box 395, Pretoria, 0001
C-BRTA, PO Box 13105, Hatfield, Pretoria, 0001

1. INTRODUCTION

In terms of transport, tourism, commuting, imports and exports are the nerve of any economy. It is imperative that a sustainable environment be created whereby the economy can flourish by means of international links, utilising the ports of entry as points from which to transport tourists, commuters and commodities to and from international destinations and markets. The South African economy is protected by means of legislation, which aims to protect the community against international threats. Such legislation should be enforced in such a manner that it does not hamper commercial activities.

The present economic environment in South Africa is the result of a period of change. This changing environment is set to continue until the numerous socio-economic goals of the Government are met. In the same vein, this change phenomenon has impacted on the Government itself, resulting in a reappraisal of the operation, financing and outputs of all Government departments/ministries.

Effective and efficient transport is in many respects one of the keys for facilitating change, especially in an economic sense. The creation of the Cross Border Road Transport Agency (C-BRTA) in 1998 thus arose from the increased need for 'co-operative and coordinated provision of advice, regulation, facilitation and law enforcement in respect of cross-border road transport by the public and private sectors.' This agency of the National Department of Transport is therefore also involved in effecting positive changes to the current transport environment.

In carrying out its duties, the C-BRTA has to acknowledge the Government's policy on international traffic movements, which are influenced to some extent by national commercial and security concerns. After many years of isolation South Africa has only recently been accepted into the international arena. This has resulted in the country experiencing an influx of people and goods (some of which have entered the country illegally). In recent years it has become evident that the focus of the existing systems, regulatory instruments and processes at South African border posts was mainly on protection of the country's borders against possible foreign military threats or other

intimidatory acts, rather than on facilitation of the efficient movement of goods and people over the borders.

In 1999 the CSIR was commissioned by the Cross-Border Road Transport Agency to analyze existing business processes within the C-BRTA in order to formulate an action plan that would be utilized to obtain funding for the implementation of new integrated processes.

The purpose of the study and formulation of an action plan is therefore to re-engineer and improve the current business process and concomitant resources.

This paper will deal mainly with the methodology employed, the findings of each investigation and, lastly, the action plan for re-engineering of the business processes of the C-BRTA. The major aspects of the study encompass a **Literature Review, Stakeholder Analysis, Business Processes** and, finally, the **Action Plan** to be implemented.

2. METHODOLOGY

2.1 Literature Scoping

a. Aims of the literature scoping exercise

The objectives of this review are to:

- i. Assess current stipulations on procedures and requirements as set out in different regulatory documents in South Africa;
- ii. Establish a desirable state of affairs as propagated by policy documents on cross-border movements and international trade;
- iii. Scrutinise bilateral and multi-lateral road transport agreements between South Africa and its neighbours and assess possible constraints to efficient operations at border posts and whether they need to be revisited, and
- iv. Analyse the current situation in South Africa and compare it with available international best practice. This will involve the selection of countries with socio-economic conditions comparable to those of South Africa.

b. Methodology

The methodologies used to undertake these studies were:

- i. Literature scans: Searching library databases for materials relating to border control and regulation.
- ii. Internet searches: Searching the Internet for documents relating to border control and regulation.
- iii. Interviews (telephonic or face-to-face): If documents were not available, telephonic interviews were conducted. In some cases the research team was afforded the opportunity to conduct face-to-face interviews with officials engaged in cross-border operations.

The intention of the literature review exercise was to describe the current status of documented research, reports and policy instruments etc, focusing on the management and regulation of cross-border movement. The main emphasis was on South African resources and on movement across South Africa's borders. However, attention was also paid to resources having a bearing on the key issues as identified in the project-briefing document (to be illustrated by means of case studies).

Documentary works pertaining to the regional situation, i.e. the Southern African Development Community (SADC) were also assessed and included bilateral and multi-lateral agreements on trade and cross-border movements. Border delay studies conducted in the region offered a basis for comparison with the situation in neighboring states of South Africa.

The Southern African situation was benchmarked against that of North and South America. The United States of America (USA) has a strong economy in a region in which it has less developed neighbors to the south, e.g. Mexico. It should be noted that some US border management regulations somewhat resemble those of South Africa, in that the US experiences a continuous influx of goods and immigrants (at times illegal) from its economically poorer neighbors.

2.2 Business Process Analysis

Most organisational structures are based on tasks or activities. The fundamental building block of any organisation is the functional department, essentially a group of people performing a common task. Such people perform their task with varying degrees of excellence. This has often resulted in a group of individuals being capable of executing their tasks but having no understanding of how individual tasks combine to produce a result.

Recent organisational studies have shown that it has become increasingly important to present a process view of the organisation, an end-to-end grouping of related tasks that together create a result that has value for a client (customer). In this presentation the important dependencies and connection between the different tasks are shown, which constitutes the process. With a process view of the organisation it is easy to identify potential process duplication, as well as potential processes for streamlining and eliminating bottlenecks. This is the approach that the team has taken in modeling the key processes within the C-BRTA.

The methodology used for the modeling of the Cross-Border Road Transport Agency's processes is called LOVEM, an acronym for Line of Visibility Enterprise Modeling. It describes the process in a language that is easily understood by business professionals, system professionals and management. It provides a structured way of presenting and analyzing processes and information flows. It also highlights interactions with the client (customer) and shows the dependencies and linkages between different organizational units or roles. Information flows to the current information systems (manual and automated) are also depicted.

2.3 Stakeholders' Interviews and Gaps Analysis

The study team interviewed a cross section of the organisations that use C-BRTA's service. The purpose of the interviews was to ascertain how these stakeholders assessed the current requirements, systems, procedures and performance of the C-BRTA, and whether they had any suggestions for improvement.

Some of the organisations and persons interviewed were suggested by the C-BRTA, while others were interviewed at the study team's initiative. A letter of introduction explaining the purpose of the study was provided by the C-BRTA. Interviewees were invited to say whatever they wished about the C-BRTA, its requirements, systems, procedures, and performance. Where necessary, they were prompted by open-ended questions from the study team, in order to stimulate responses.

The statements made by the interviewees at these interviews were recorded as faithfully as possible. Where statements appeared to be unfounded, unjustified, or unreasonable, the interviewee was questioned further, but such statements were nevertheless recorded as they were made. Some of these statements related to matters that were outside the jurisdiction of the C-BRTA.

3. FINDINGS ON KEY ISSUES

3.1 Literature Findings on Key Issues

a. Development of a Permit Management System

With the aim of managing cross-border road transport movements, the South African government developed the permit management system. In essence, the permit management system is a permit 'allocation' system managed by the C-BRTA, where the C-BRTA's Regulatory Committee awards permits to operators on behalf of the South African Government. The aims of this permit allocation system are to:

- Regulate the efficient movement and processing of all border post users, and
- Manage the large volumes of commercial traffic using the different border posts.

The Cross Border Road Transport Act (No.4 of 1998) prescribes the procedures that must be followed by the C-BRTA in awarding permits to operators. However, even though the Act clearly stipulates the procedures to be followed, the C-BRTA has not yet developed a rationale for the award or rejection permit applications.

i. Permit application and issuing

The current procedures have given rise for concern expressed by the C-BRTA, as the C-BRTA must decide on the number of permits that can be issued for a particular route, e.g. Johannesburg to Harare. It is evident that most cross-border traffic movements occur during festive/holiday seasons, e.g. Easter, and that the issue of

additional permits may have a positive effect on the economy of South Africa. On the other hand, the relaxation of permit allocation control may impact negatively on the economies of South Africa's neighboring states. This situation could result in erosion of South Africa's economic development. The C-BRTA thus recognizes the urgent necessity for the development of an efficient and effective road permit management system, capable of effectively managing cross-border movements.

ii. Permit administration

The Act does not provide a clear indication as to how the passenger and freight lists are to be maintained, and there seems to be poor quality control at different land border posts. An example to illustrate this can be seen at the Beit Bridge border post (South Africa/Zimbabwe).

With regard to the cabotage situation, an exception to this prohibition rule could be where the Regulatory Committee considers the issue of a permit to a foreign applicant if it is satisfied that there is no South African carrier who can provide a similar service and where lifting of the prohibition would be in the best interests of the Republic. In accordance with provisions of the Act, all existing cabotage permits held by foreign carriers will lapse within six months after the holder's entry into South Africa, provided that the holder of such cabotage permit may reapply in accordance with the provisions of the subsection (Cross Border Road Transport Act No.4, April 1998, Section 31).

iii. Permit monitoring

In terms of Cross Border Road Transport Act No.4, Section 37, the Board must establish a National Transport Inspectorate consisting of national road inspectors, to exercise their duties under the control of the Board and subject to its prescriptions and instructions. A road transport inspector may cause a vehicle to stop in a prescribed manner and request the driver or passenger of the vehicle, which was stopped to produce any prescribed document, whether it is a permit issued by the C-BRTA or a written order issued by the Regulatory Committee.

In a case where a vehicle is so defective it poses a danger to persons or property, the driver will be ordered to hand in the permit to the Chief Executive Officer and will be requested to open the vehicle for examination of the contents. If the driver fails or refuses to comply with the request, the officials may then break any seal or locking device. After opening the vehicle a road transport inspector must indicate on the prescribed certificate that the vehicle has been opened and that the contents have been examined.

The powers conferred do not authorise a road transport inspector to enter any private dwelling or premises unless the owner of the premises agrees to such entry or unless a court order authorising such entry has been obtained. Any vehicle that is

impounded must be dealt with in accordance with the provisions of the Criminal Procedure Act, 1997 (as enforced by the South African Police Service (SAPS)), and with the provisions of the Constitution.

b. Level of service offered at Border Posts

The White Paper on National Transport (1997) policy indicates that it is important to improve the competitiveness of South Africa and of its transport infrastructure and operations. A goal of the transport system should be to create a fully integrated transport system, which permits seamless, efficient freight and passenger movement, not only in South Africa, but throughout the region and globally. However, delays may inhibit progress towards the attainment of such goals.

i. The current levels of service/operation at border posts

Economic efficiency through appropriate regulation was clearly not the primary thrust in the management of border posts before the establishment of the C-BRTA. Inefficient border management at some of South Africa's border posts has exacerbated the level of concentration of vehicles and people, leading to excessive time delays. Such situations translate into exorbitant standing costs for the transport industry (road freight as well as passenger), which has an inflationary impact on product prices as well as stifling regional trade. From a review of various documents it has become clear that the regulatory functions of the C-BRTA can impact positively or negatively on international trade agreements. In the case of the SADC, whilst the overall economic objectives of many of South Africa's neighboring states see increased regional economic activity as a priority, this must not take place at the expense of internal economic activity.

ii. The causes of border delays

According to a study undertaken in Zimbabwe by Marx, Hecht and Weis in 1997, respondents indicated the following factors as impacting on delays at border posts:

- Management and administrative factors
- The mixing of commercial and non-commercial traffic
- Variation of documentation and cargo classification
- Customs vehicle inspections
- Government Department business hours
- Clearing agents
- Information and communication factors
- Lack of facilities at border posts
- Manpower.

c. Policy Directives

The White Paper on National Transport Policy sets out as one of its desired goals the need, “to improve South Africa’s competitiveness and that of its transport infrastructure and operations through greater effectiveness and efficiency to better meet the needs of different customer groups, both locally and globally”. Globalisation is a trend that is expected to grow and assume specific patterns. The Moving South Africa (MSA) study recognised the impact of the phenomenon of “falling tariffs and non-tariff barriers” on international trade. The implications for South Africa, as established by the MSA study, are that there will be an increase in exports, especially to other SADC countries. A change in the trade pattern from the export of primary products to that of manufactured goods is also envisaged.

The broad ideal outcome of improving the county’s competitiveness requires a broader vision for the region. It is recognised in the White Paper that it is impossible for South Africa to pursue this objective alone. In the last few years efforts have been made to conclude trade agreements with other countries and to strengthen regional organisations.

The SADC creates an enabling environment for trade between member states. This body, through the Southern African Transport and Communications Commission (SATCC), encourages liberalization of trade through bi-national and multi-national agreements. The protocol on transport, communications and meteorology sets out a three-phased approach on market liberalization but other issues, such as cabotage, are left to the member states.

Realizing the importance of the appropriate regulation of cross-border movement and the development of neighboring economies, the North American Free Trade Agreement (NAFTA), saw both Mexico and the United States issuing licenses for buses and trucks to service the cross-border market. The issue of these licenses was based on a timetable, which would bear some relationship to the expected increase in trade between these two nations. The same timetable goes on to state that ‘transportation demand is very sensitive to general increases in economic activity’. In the North American Free Trade Agreement between the US, Canada and Mexico it was recognized that the removal of barriers to international trade could result in positive benefits to the economies of the member states.

d. Legislative Requirements

Different levels of legislation are applicable to the regulation of international trade. Operators, consignors, brokers and other stakeholders are expected to comply with domestic legislation on a number of aspects. Legislation governing immigration and naturalization, customs, justice, transport safety and operation etc, in one way or another regulates the behavior of role players. The Road Transport Quality System (RTQS) requirements governed by the Road Traffic Act, for example, have to be adhered to for cross-border permits to be issued.

Legislation specific to cross-border transport takes the form of basic domestic legislation and sets out the requirements for cross-border movements. This legislation concentrates

mainly on domestic procedures aimed at facilitating cross-border movements. Government is therefore in a position to control the exit and entry into the market so as to safeguard national interests.

The SADC Protocol establishes another level of regulation of international trade. The Protocol establishes a framework for regional cooperation. Stipulations for trade liberalization are outlined. Member states are given direction by the SADC on structuring relations. The underlying theme of liberalisation in the region is aimed at the mutual benefit of all parties and the resultant regional growth and development.

e. Solutions recommended in the literature

- i. Common control areas
- ii. Harmonization of business hours
- iii. Harmonization of documentation, procedures and systems training
- iv. Establishment of a free travel zone for foreign travelers
- v. Integration of land use and business.

The discussion as presented in the literature review has identified the C-BRTA as one of the agencies responsible for the operation of a variety of operations at the borders between South Africa and its neighboring states. It has also become apparent that the role of the C-BRTA does not supersede that of any other Government agency operating at border posts but the Agency should be seen to be working in tandem with other government agencies. The relaxing of processes by the C-BRTA does not necessarily entail a similar response from the other Government agencies. Experience to date indicates that a continuous working relationship will be required to resolve any conflict of interest.

3.2 Findings from the Business Process Analyses

The attachment portrays a high-level process chart of the C-BRTA. The following summarises the findings of the analysis.

- **System:**
 - Fisher and Associates developed the current Cross-Border Road Transport Management (C-BRTM) System, utilized by the Cross-Border Road Transport Agency. They however have made some modifications to the system and have sold this system to other countries. However, the C-BRTA runs an older version and needs to obtain funding for further development of the system.
 - Although all the PCs used within the C-BRTA have the same specifications, some machines take 5 minutes to print a permit, whilst others may take up to 30 minutes. The hardware needs to be upgraded.
 - The *computer operators* have to run more than one report in order to obtain all relevant information on transport operators.

- NATIS is not operational within the C-BRTA. In other words there is no active link and all enquiries have to be done telephonically. NATIS would help with verification of owners and obtaining details of previous convictions. At present inspectors have to contact local authorities to obtain this information.
- The appointment of permanent staff at the permanent checking points would mean a 150 per cent increase in personnel. If an inspector has to be in court for a case, somebody would have to fill his position at the checking point.
- **General Issues:**
 - *It is not the C-BRTA's main objective to prevent Crime.* The C-BRTA has to take economic measurements and road safety into account whilst the criminal law will deal with criminals in the system.
 - Local transport agencies also issue permits for transporters to operate up to the country's borders.
 - Indefinite permits have not yet been eliminated from the system. At some border posts vehicles are actually allowed to cross with indefinite permits.
 - Communications between border posts (Customs) and the C-BRTA needs to be improved.
 - The C-BRTA makes use of Government printers. Although it is a time-consuming activity, this is cheaper than publishing in the Newsletter and everybody has access to it. The C-BRTA is not allowed to publish permits in the Newsletter: the Act prescribes that these be published in the Government Gazette. The primary purpose of the Newsletter is to provide operators with information on transport topics.
 - SMMEs are heavily involved in passenger movement and, to a lesser extent, with Freight transport. The C-BRTA is managing this issue by means of facilitation. They request larger operators to subcontract SMMEs.
 - There is no communication between border posts.
 - The Research and Investigations Section has regular meetings with some of the border post officials. They discuss statistics, not infringements.
 - Concerns have been raised about the validity of Certificates of Fitness (COF). Certificates might be fraudulent. Applicants can hand in copies of COF: it is not necessary to submit the original.
- **Permits:**
 - If applicants bring in their own applications there could be a long waiting period in the queue at Customer Services. Thereafter the turnaround time from submission to the cashier until the permit is issued could vary from 15 minutes (if all the documents are in order) to 3-4 hours (if there are any problems with the documents). The C-BRTA, however, tries to receive as few applications by hand as possible. Currently 80 per cent of permit applications for freight are received by fax or e-mail. The C-BRTA has recently launched a website and expects to receive applications via the Internet as well.
 - Refunds of issue fees for applications not granted are not paid out on the same day. Refunds are requested from the accounting department and a cheque is posted to the applicant.

- Temporary permits are granted for special conditions / occasions (festive seasons). The issue of these is mainly demand driven. However, statistics of temporary permits (passenger lists) may not be used to support applications for 3 to 6 month permits. A maximum of 6 temporary permits can be granted. If an operator applies for a 7th, he has to apply for a “permanent permit”.
- Peak times should be specified.
- It is sometimes difficult for the Committee to take a decision on whether or not to grant permits.
- At the public meeting some applicants present their cases themselves and do not make use of Council / Consultants. They have difficulty proving their cases, as they sometimes cannot speak the language, do not have the necessary supporting documents or proof of demand for the issue of a permit.
- Representatives from Associations need to be trained and informed.
- Operators need to inform the C-BRTA if a vehicle is broken down.
- Checking of consignment notes should be performed at border posts.
- The Customs Department has its own list of operators and this information is not shared.
- As not all South Africa’s neighboring countries have an infrastructure as well developed as that of the C-BRTA, this makes sharing of information / statistics difficult.
- The facilitation forum should provide feedback after JRM meetings to the CEO and the Regulatory Committee on a regular basis.

3.3 Findings from the Interviews with the Stakeholders and from the Gaps Analysis

The statements and comments of the interviewees are summarized in the following subsections.

3.3.1 Agreements within SADC

Interviewees accepted the provisions of Chapters 5 and 6 of the SADC Protocol on Transport, Communications and Meteorology. They did however have some concerns regarding the current disparities in the fees payable and regulations in the various SADC countries.

Some were uninformed and others concerned about the content of bilateral and multilateral agreements between the countries on matters such as the reciprocal granting of permits. In particular, several asked about the balance and the existence of permit quotas between countries or on particular routes.

3.3.2 C-BRTA act and requirements

Passenger applicants have no problem with section 28(2) of the Act, which places the onus of proof on the applicant. They feel that these requirements will ensure that the applicant will be able to deliver a sustainable service, and that an applicant running an efficient

business will have obtained the information required in the Act in the course of his own planning.

Coach and minibus-taxi passenger operators have no objection to the monthly submission of passenger lists.

Freight operators have no objection to the submission of consignment notes, but question the need for the amount of detail required on the notes, and object to having to duplicate the information in the consignment notes onto the customs documents that they are also required to complete. They state that the consignment notes required by authorities in other SADC countries are much simpler.

Freight operators are in agreement with the principle of deregulation of freight transport, both within South Africa and within the SADC. They believe that free competition between hauliers will result in the highest quality of service at the lowest cost.

The majority of freight operators were in favor of permitting cabotage in freight transport. However, they were however less inclined to support forms of cabotage where foreign operators repeatedly plied domestic routes.

Freight operators queried why permits should be necessary at all once this liberalization has been implemented. The C-BRTA view is that the Agency's role at that stage will be entirely on facilitation and co-ordination, although permits will still be issued for monitoring and information purposes.

All passenger operators agreed that cabotage restrictions should remain in the case of passenger transport, and cited the possibility of violence between foreign and local minibus-taxi operators if cabotage were permitted.

Several organisations expressed concern about the disparities in the fees payable in the various SADC countries, as well as about the different road traffic regulations.

3.3.3 C-BRTA regulatory committee

Passenger operators question the basis of Regulatory Committee decisions regarding the number of passenger permits to be granted on a particular route. They doubt whether the decisions result in the correct levels of permit-holders on particular routes or corridors. There is over-saturation on some routes, e.g. on the Johannesburg - Beit Bridge - Bulawayo - Harare route.

The questions posed by the Regulatory Committee at its hearings, such as questions relating to the financial viability of the applicant, membership of an association, availability of ranking facilities, are regarded as reasonable. Some operators, however, query the relevance

of questions concerning the equity of the firm or its practices in supporting the previously disadvantaged.

Passenger operators approve of the Regulatory Committee's attempts to improve the quality of service of minibus cross-border transport operations, including encouraging operators to upgrade from 16-seat to larger vehicles. Some, however, expressed concern at the Committee's encouragement of operators to upgrade to the 25-seat vehicles currently available when, within the next few years, the National Land Transport Transition Bill will enforce the use of standardized 18 and 35 seat vehicles. Some queried whether long-distance minibus taxi operators could also benefit from the taxi recapitalisation process to upgrade to the larger vehicles, as well as from new ticket-issuing technologies.

C-BRTA promotes involvement in road transport by SMMEs or operators from previously disadvantaged groups. There are already many passenger transport SMMEs and the passenger transport industry has come to terms with this and with tender procedures that favor emerging operators or require a proportion of the service to be provided by small operators. The number of SMMEs in the freight business is, however, still relatively small.

3.3.4 C-BRTA procedures and systems

Applicants have become familiar with C-BRTA procedures and find them acceptable.

Most applicants find the procedures simple enough to carry out themselves, although some use transport consultants as a matter of convenience, and some use transport consultants or legal representatives when routes are close to saturation and objections are expected. Some applicants, however, have difficulty in properly formulating their applications in writing or in presenting these properly at hearings. This applies mainly to minibus-taxi applicants. C-BRTA has attempted to overcome this problem through its Customer Service Centre, by encouraging such applicants to be represented at hearings by their taxi associations and by offering training to taxi association representatives. The Service Centre is regarded as a useful mechanism. Operators also welcome the same-day service for temporary permits and for some freight permits.

However, operators feel that the time delay in obtaining long-term permits (generally about three months) is excessive. They recognise the need for advertising the application, for periods of grace within which objections can be lodged and for periods of notice before meetings, ***but feel that the whole process is excessive in relation to most permits granted, except in cases with major implications.***

A particular problem, expressed by all the passenger operators, is the restriction of the validity of long-term permits to three months. In view of the fact that it takes three months to obtain a permit, this effectively means that operators must apply for renewals immediately after they have been granted their permits, resulting in a continuous permit application process. Where operators have a large number of permits, most of them with

different expiry dates, frequent visits to C-BRTA to submit renewal applications are necessary. They were unanimous in their view that such permits should be granted for 12 months, and cited the practice in other SADC countries.

Operators welcomed the procedural steps taken by C-BRTA to simplify matters for applicants applying for renewals, such as by extending the validity of existing permits, and by not requiring applicants to appear again before the Regulatory Committee.

Freight operators who are able to apply for 12-month permits sometimes apply repeatedly for 3-month permits as a way of avoiding delays in obtaining permits and of avoiding having to appear before the Regulatory Committee.

Freight operators complained about the amount of information required by C-BRTA on its new consignment notes. Completing these forms was time-consuming, especially when mixed loads were carried. They said that this information was duplicated in the customs documentation required by SARS and in the VAT and Bill of Entry forms.

3.3.5 Enforcement

C-BRTA's transport inspectors are regarded as strict but reasonable. Where doubts arise they are prepared to contact the C-BRTA head office or the operator's head office.

There was a feeling that C-BRTA's enforcement activities should be strengthened. Various malpractices were mentioned, including the use of tourist permits to provide scheduled services, or of freight permits for the conveyance of passengers.

3.3.6 Facilitation of cross-border transport

Some but not all of those interviewed participate in meetings of the Route Management Groups. Those who do attend the meetings agree that the corridor facilitation activities are useful. The Groups have played an important role in reducing conflict between minibus-taxi operators on some routes.

3.3.7 Communication

In addition to the Route Management Groups, ad-hoc liaison committees between the C-BRTA and sectors of the transport industry serve a useful purpose.

3.3.8 Procedures and problems at border posts

Many problems at border posts relating to immigration, customs and border police activities were described. No problems relating to C-BRTA activities were identified.

Support was expressed for current initiatives to establish one-stop border controls (located on one side of a border, serving both countries), to introduce consolidated (single-document) border documentation, to introduce electronic documentation, and to promote pre-clearance. In addition Satour recommended that documentation, procedures and computer systems

should be uniform throughout the SADC member states, that documentation should be multilingual (in all the main languages of the member states), and that a Univisa equivalent to the Schengen Visa be introduced.

3.3.9 C-BRTA website

All welcomed the introduction of the C-BRTA web site. The on-line submission of applications for permits drew interest. Some asked whether it would be possible for the permits (if granted) to be issued by e-mail, provided this could be done in a manner not open to fraud.

3.3.10 C-BRTA service and personnel

No major problems with C-BRTA's service or personnel were identified. Many of the persons interviewed had praise for C-BRTA and its personnel.

4. IMPLEMENTATION STRATEGY

The aforementioned summarised the findings of the literature survey, business process analysis and the stakeholders' views. The purpose of formulating an implementation strategy was to collate these findings into meaningful homogeneous clusters in order to develop action plans to re-engineer the current processes of the C-BRTA. These clusters were ranked according to priority. The order of priority was determined by the project team and based on the magnitude of the impact that the concomitant action plan would have on the functioning and service levels of the C-BRTA. The implementation strategy encompasses the following areas of re-engineering:

4.1 Management System

Development of a holistic, integrated management system, which would address permit applications, decision support, enforcement and integration of government systems.

4.2 Facilitation and Communications Protocol

Compilation and development of a communication protocol that addresses communication issues regarding the C-BRTA, DOT, the Government and the private sector.

4.3 Capacity-Building

Launching of a capacity-building program within the C-BRTA, its clients and the SADC.

4.4 Harmonization of Process and Documentation

Facilitation and re-engineering of the processes used by the C-BRTA and its clients.

4.5 Regulatory Changes

Launching of an investigation into the feasibility of altering regulations enforced in the current policy, in order to provide a framework for the current business processes.

KEY BUSINESS PROCESSES OF CROSS BORDER ROAD TRANSPORT AGENCY

