



Quarterly Newsletter for Friends of Golden Arrow Bus Services

INTERCHANGE

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Golden Arrow's Mission:
To operate safe, reliable passenger transport services designed to meet the needs of our customers and by applying sound business principles, to create a secure future for the company and its people.

Golden Arrow's Missie:
Om veilige, betroubare passasiers- vervoerdienste te lewer, gerig op die behoeftes van ons klante en, deur gesonde sakebeginsels toe te pas, 'n seker toekoms vir die maatskappy en sy mense te skep.

Umqophiso kaGolden Arrow:
Ukufaka iinkonzo zothutho luka wonkewonke ezikhuselekileyo kunye nezithembekileyo kwaye nezilung- iselwele ukukhawulelana neemfuno zabakhweli bebhasi zalenkampani oku kufezekiswa ngokusebenzisa imithethosiseko yoshishino ephilileyo, nokwakha ikamva elikhuselekileyo lwalenkampani kunye nabantu bayo.

Nic Cronjé
CEO: Golden Arrow Bus Services

NOTE *from* NIC



The Chicken or the Egg?

Risk and uncertainty are perpetual pitfalls that all businesses have to contend with in varying degrees during different stages of their lifecycles. Whilst the former is by and large measurable and somewhat predictable, the latter is more daunting as it is embedded in the space of the dreaded unknown.

Given the scale of bus operations, the interim contracts introduced in 1997, ushered a large measure of uncertainty into the commuter bus industry. What was originally planned to be a precursor to a tendered system and deemed to last no longer than three years, the interim contract, which is open-ended, is still very much pervasive today. Indeed, approximately 68% of the current annual bus subsidy budget is allocated to interim contracts.

The National Department of Transport has tacitly acknowledged that the transience of the interim contract, the root cause of uncertainty, is incompatible with realistic business planning and should be transformed. This is reflected in myriad legislative interventions from the White Paper on National Transport Policy of 1996, followed by the National Land Transport Transition Act of 2000 (NLTTA) that culminated in the National Land Transport Act (NLTA) of 2009.

The golden thread running through all of these ordinances is that sustainable and dedicated funding for bus operations can only be achieved through the conversion of the interim contracts to 12-year negotiated and ultimately tendered contracts. National Treasury has reiterated this position and is adamant that funding to address the current and future demands for commuter bus services will only be dispensed once the contractual transformation is concluded.

However, the findings of Mitchell (2009) and the results of a survey conducted among the 15 subsidised operators (2012) both revealed that lack of funding is the main reason for public transport policy not being implemented. In the light of this can it then be realistically anticipated that adequate funding to address the burgeoning demand for commuter bus services will follow in the wake of negotiated contracts being concluded?

The concurrent obligation to implement integrated public transport networks in the metropolises together with the restrictive Division of Revenue Act of 2009 (DORA) subsidy formula will undoubtedly place additional demands on the public purse. The challenge will therefore be the extent to which Treasury is able to consistently match the multifaceted transformation imperatives of the NLTA if and when this is expeditiously implemented. This has an uncanny resemblance to the chicken and the egg metaphor. ☞

¹ Mitchell, A.F. 2009. "A critical analysis of selected aspects of South African Transportation Policy." Doctoral thesis. Johannesburg. University of Johannesburg.
² Walters, J. & Heyns, G. "Problems with the implementation of bus transport contracting in S.A." Institute of Transport and Logistics Studies (Africa), University of Johannesburg.

New study paints potentially bleak picture for the future of urban mobility

A recently published study by Arthur D Little in conjunction with UITP has made it clear that urban mobility worldwide needs to become a focus point if we are to avoid potentially devastating consequences.

According to the study entitled: “The Future of Urban Mobility 2.0: Imperatives to shape extended mobility ecosystems of tomorrow”, current trends show that private motorised transport is increasing in popularity, leading to a staggering 6.2 billion private motorised trips every day. If this trend continues, by 2025 greenhouse gas emissions will have increased by 30% from 2005. Other effects would include global energy security under threat, gridlocked cities being brought to a standstill and an unbelievable yearly figure of 500 000 traffic-related fatalities. By 2050 the number of kilometres travelled in urban areas will have trebled and the average annual time spent in traffic will be 106 hours.

The study provides what is arguably the most comprehensive global urban mobility benchmarking study to date by assessing the mobility maturity and performance of 84 cities worldwide. The ratings range between 0 and 100 points and are based on a number of criteria related to usage, modal integration, frequency, travel time and emissions. The global average score sits at just 43.9 points and perhaps even more worrying, only 11 cities scored above 52 points. Hong Kong took the top spot with a meagre 58.2 points.



GRIDLOCK: Urban mobility must be prioritised to avoid very serious global consequences

Africa scored only marginally higher than the Middle East which scored an average of 34.1 compared to 37.1. The report does, however, state that African urban mobility systems perform well with regard to several criteria due to the lower number of cars but that the urban mobility landscape is still evolving and has not yet reached maturity. Five individual African cities were surveyed, scoring as follows: Kinshasa 39.4, Cairo 37.4, Lagos 37.1, Addis Ababa 36.5 and Johannesburg 35.

Lagos was explored as a case study and the findings were surprisingly positive. It is the most populous city in Sub-Saharan Africa and it is ranked 72 out of 84. In 2003 the Lagos Metropolitan Area Transport Authority (LAMATA) was established to provide a much needed regulatory and transformative framework. It was decided that Bus Rapid Transit System (BRT) would be the first project linking a northern district with the traditional business hub to the south. The project was completed within 15 months and was an immediate success boasting 200 000

daily passengers. The system was able to reduce travel time on the 22 kilometre route from between 90 and 120 minutes to 50 minutes.

It is suggested that in the cases of immature and evolving cities, such as those in Africa, it is necessary to establish a sustainable mobility core that can satisfy short term demand at a reasonable cost without replicating mistakes made in more developed countries .

Lagos was able to achieve this with considerable success. According to the study it is these cities that will become the testing grounds for future urban mobility systems and that is, in itself, a very interesting position to be in.

These successes aside, it remains worrying that even the best functioning urban mobility system appears ill-equipped to face the myriad challenges that lie ahead. In order to avoid a potentially bleak future, the study posits 25 imperatives, all based on system-

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level collaboration and innovation, which should be considered when defining sustainable urban mobility policies. These fall under four broader categories namely: visionary strategy and ecosystem, mobility supply, mobility demand management and public transport financing.

It offers a number of imperatives that are particularly well-suited to South Africa's very particular public transport landscape. These include: investing to establish a sustainable mobility offering without replicating the mistakes of other cities, shifting public transport culture from a fleet manager mindset towards a customer-centric approach, ensuring

coordination of transport planning with other policies and, perhaps most importantly, engaging with citizens and the business community in order to encourage pragmatic, well-informed sustainable travel and location choices.

There are many suggestions that would not necessarily work in the local context bearing in mind the level of maturity of South Africa's public transport systems. It is clear that in Africa and the Middle East certain bells and whistles will be very low on the list of priorities, particularly where there are still thousands of citizens who have no mobility options whatsoever.

In South Africa, the legacy of apartheid spatial planning and vastly different socio-economic circumstances necessitates urban mobility systems that are adaptive or innovative rather than imitative. While the study may leave one fretting for the future; it's not all doom and gloom. South Africa finds itself in a unique space where innovation is critical; indeed Cape Town as World Design Capital 2014 is uniquely positioned to face future urban mobility challenges. ☞

¹ Dauby, L., Korniiuchuk, O., Pourbaix, J., Van Audenhove, F (2014) The Future of Urban Mobility 2.0: Imperatives to shape extended mobility ecosystems of tomorrow, page 7.
² Ibid, page 30.

Yunis Shaik appointed as Golden Arrow's Chairman



Yunis Shaik has been appointed to the position of Chairman of the Golden Arrow Board of Directors. Shaik also serves as an Executive Director on the board of Golden Arrow's holding company, Hosken Consolidated Investments (HCI).

He has a distinguished background and has served as Deputy General Secretary of the Southern African Clothing and Textile Workers Union (SACTWU). He served as Senior Commissioner of the Commission for Conciliation, Mediation and Arbitration (CCMA) from 1999 to 2001. He is an Attorney of the High Court of SA and has served as an Acting Judge of the Labour Court. He holds a B.Proc. from the University of South Africa.

Golden Arrow Chief Executive Officer, Nic Cronjé has extended his warmest welcome to Shaik: "On behalf of Golden Arrow's Executive Management team we are very excited to have someone of Yunis Shaik's calibre as Chairman of our Board. We look forward to working together and further strengthening Golden Arrow's position in the metropole". ☞

John Dammert appointed as Corporate Affairs Executive



John Dammert has recently been promoted to the position of Corporate Affairs Executive. Dammert joined Golden Arrow in 2006 as Corporate Development Manager responsible for communications, image and reputation

management, and stakeholder relations. His new portfolio has been extended to include administering the Company's Broad Based Black Economic Empowerment (BBBEE) and sustainability initiatives.

Dammert's previous experience includes executive corporate affairs positions at TOTAL Namibia and Namibia Breweries Limited and prior to this, he also served as Chief Executive of the Namibia Chamber of Commerce and Industry.

He is a trustee of the HCI Foundation, serves as vice-chairperson of the Transport and Transport Infrastructure portfolio committee of the Cape Chamber of Commerce and Industry and is a Director of the Epping City Improvement District. He holds a B. Soc. Sci. and an MBA. ☞

Skills Development Programmes receive recognition for excellence

At a recent National Skills Authority Conference in partnership with the Department of Higher Education, Golden Arrow's Skills Development Programme was nationally recognised for excellence. The awards were introduced this year in a bid to celebrate excellence, provide extensive national coverage for best practice skills development programmes, and to encourage other companies, Sector Education and Training Authorities (SETA's) and service providers to aspire towards receiving awards of their own.

The award covers the period of 2011 to 2013, during which time Golden Arrow's Learning and Assessment Centre received Sector Education and Training Authority (SETA) and Manufacturing, Engineering and Related Services Sector Education and Training Authority (MERSETA) accreditation. The Company also received a special mention for targeting unemployed women and youth and women in its recruitment and training programmes.

According to Human Resources Executive, Meko Magida, this award is a testament to the fact that corporates can really contribute to skills development via targeted recruitment and training. "We really are honoured to have been recognised for our contribution in human resource development, economic growth and job creation. Going forward GABS will continue to target youth, women and people with disabilities and aims to progressively increase the number of learners on these programmes," says Magida. ☞



SHINING LIGHT: GABS' Training and Development Manager Phumeza Nobhongoza and Human Resources Executive Meko Magida with the national award for skills development

Golden Arrow received the award on the basis of the following interventions and programmes:

1. Programmes that facilitate access, success and progression

- a. Golden Arrow Bus Services (GABS) trains a minimum of 12 employees every year on Adult Basic Education and Training (ABET)
- b. GABS participated in various Career Fairs to promote the Transport Industry and raise awareness and interest to Careers at GABS.
- c. GABS met yet another Skills Development Authority objective, which is re-entry for those employees who left employment.

2. Skills Programmes

- a. In 2012 GABS converted all the driving training into accredited skills programmes, and so far GABS has trained 469 unemployed learners on this skills programme.
- b. Workshop assistants and Maintenance assistants were trained on the skills programmes accredited by MERSETA,
- c. GABS also takes Mechanics employees through the accredited Forklift training
- d. GABS has trained various company officials on the accredited Customer Service and Transport supervisory skills

3. Academics

- a. A minimum of 30 Employees enrol in various institutions for further studies at NQF level 5 and above annually
- b. GABS has consistently over these three years kept five Bursars on both payroll and workplace experience, of which two were employed on a permanent basis by the company while completing their workplace experience period.

4. PIVOTAL (Professional, Vocational, Technical and Academic Learning)

- a. 147 females and 76 males have been through professional driving learnership and 100% of those who completed were offered permanent employment
- b. GABS facilitates Section 13 Apprenticeships for both employed and unemployed and Section 28 Trade tests for semi-skilled employed and, on an annual, basis trains an average of 50 people
- c. GABS provided Internships for both bursars and non-bursars while providing work experience for the bursars.

Golden Arrow backs innovative public service

Golden Arrow backs innovative public service. As a responsible and caring corporate citizen, Golden Arrow recognises the dire lack of funding available to non-governmental organisations and social upliftment projects in the Cape Metropole. In addition to a dire lack of funding, these projects and organisations face an even greater challenge: sustainability.

With this in mind Golden Arrow felt that The *Impumelelo* Social Innovation Awards and its projects present a real opportunity to give recognition to projects and organisations that are innovative and sustainable and that make a difference in the lives of those South Africans that need it most.

It therefore felt it entirely fitting that Golden Arrow should sponsor an award for an organisation that holds a very special place in our hearts: St Joseph's Home. St Joseph's is situated in Montana just a few hundred metres from our largest depot, Arrowgate. It is not the

proximity of St Joseph's that matters however, but rather the care and love that they offer chronically ill impoverished children who have life-threatening and life-limiting conditions.

According to Impumelelo, St Joseph's is remarkable in a number of ways: "St Joseph's differs from similar projects in that it offers a holistic service under one roof. The project empowers parents, restores the health of sick children, provides formal nursing education, and is a well maintained facility. It is in many ways comparable to private medical care".

Golden Arrow Corporate Affairs Executive, John Dammert, echoes these sentiments: "Golden Arrow believes in giving back to the communities that it serves but we are also acutely aware that sustainability is essential for any community-based organisation. St. Joseph's is a truly deserving recipient of an Impumelelo award and Golden Arrow is honoured to sponsor the prize money".



SERVICE REWARDED: (from left to right) St Joseph's Matron Audrey Gourrah, Executive Director Thea Patterson, Fundraiser Claire Bunneman, National Minister of Science and Technology Derek Hanekom, GABS' CEO Nic Cronjé pose proudly with the silver award

Golden Arrow does its part in fighting the scourge of women and child abuse



AIRING THEIR DIRTY LAUNDRY: The Saartjie Baartman Home for Women and Children empowers women and children who have been abused through a number of interventions including the Clothesline Project

The Saartjie Baartman Home for Women and Children is a one-stop safe haven for women and children who have been affected by abuse of any kind. The Centre, the first one-stop facility of its kind, opened its doors in 1999. Located in Manenberg, the centre caters for women and children from the Cape Flats and beyond, including catchment areas as far off as Constantia and Stellenbosch.

The Centre is of vital importance as a child is raped every three minutes, a woman is killed by an intimate partner every six hours, 29% of pregnant women are living with HIV/Aids, and one in four men admits to having committed rape by the age of 18. This escalation in violence is reflected by an average increase of 65% in the number of women, youth and children accessing the

Centre's services in the past two years. The Centre assists, on average, 600 people per month. Golden Arrow recognises the admirable work being done by the Saartjie Baartman Centre and is therefore very proud to be able to assist in the work being done.

Many of the services provided are managed directly by the centre but a unique partnership model allows for a holistic multi-pronged approach. These partnerships include government departments, medical practitioners and associated non-governmental associations such as Annexe and Gender Dynamix who are located within the premises. These partnerships make it possible to offer services which include; 24-hour crisis response, residential shelter and transitional housing, legal assistance, job skills training, specialised counselling services, community outreach and advocacy.

The residential programme also assists trafficked women from other countries.

According to Centre Director, Shaheema Mcleod, the R25 000 donation received from Golden Arrow (via the HCI Foundation) will be used for a special project which serves an essential advocacy role, namely the Clothesline Project. While the concept is simple the effects are profound. Women and children are given the opportunity to write or paint their experiences of violence and abuse onto t-shirts in order to bring this often taboo subject out into the open and also as a form of therapy for survivors. "The Clothesline Project is a vital aspect of our awareness drive and we are very grateful to Golden Arrow for helping us to empower those women and children who would otherwise not have a voice," says Mcleod. ☺

Sharon Reagon takes top honours at National Driver of the Year Competition

Golden Arrow driver Sharon Reagon was crowned National Female Driver of the Year for 2014 at an awards ceremony hosted by the Road Traffic Management Corporation (RTMC), in Pretoria recently.

Reagon competed with drivers from across the country at a three-day long nail-biting competition held at the Boekoenhoutkloof Traffic Training College.

According to the RTMC the competition was “an inclusive call for all role players to identify tangible and measurable solutions to make both South Africa’s roads and its roads users safer, in line with our commitment ... to deal aggressively with the scourge of road carnages on our roads, to ensure that we reduce them by half by the end of the decade”.

The competition starts at company level, proceeding to a regional level, provincial level and culminating in the national championship. The six categories include bus, rigid, rigid with four-wheel trailer, delivery and articulated vehicles.

Each day participants were subjected to the following tests: alcohol test, eye test, pre-trip inspection, track test, and road test. According to Reagon, it was no walk in the park. “When we got to Johannesburg for the competition, it was pouring with rain and the weather was just



SISTERS DOING IT FOR THEMSELVES: (from right to left) GABS’ driver Sharon Reagon poses proudly with Training and Development Manager Phumeza Nobhongozo and Area Manager Mario Gaffley after winning the National Female Driver of the Year Competition

miserable in general. To top that, the buses we were given to observe had some of the instruments positioned differently to what we are accustomed to,” she explains.

When we interview Reagon she is delighted but there is also a sadness as one of her mentors who recently passed away was not able to share in her victory. She explains: “I never thought that I could achieve this much because I always underestimated my abilities. It was only with the encouragement of the late Faizal Hankey (Learning Centre Training Instructor), that I decided to change my attitude and become more positive. I made the positive choice by improving my track record at work, my driving skills,

sticking to the road rules as well as company policies and basically my attitude towards my work and the Company”.

So far positive thinking seems to have been a wise choice as Reagon has won Golden Arrow’s Female Driver of the Year, The Best of the Best competition, Western Province Female Driver of the Year and now National Female Driver of the Year. Reagon feels strongly that more women should participate in these types of competitions. “I want to encourage all the women in the Company especially the drivers to empower themselves and believe that whatever they set their minds to can be achieved if they step up and give it their best,” she says. ➔