



Development of the Transport Management Qualification in the Republic of South Africa

Project Location:	South Africa
Project Start Date:	2000
Project Duration:	4 Years

Introduction: In 1998 Transaid was contracted by the South African Department of Health to develop and implement an effective health transport system that supports the delivery of health services across the country. It became clear that there was a need to develop capacity and infrastructure in the area of transport management, and that this could best be achieved through the training and development of Transport Managers in the health departments. At the time no suitable indigenous qualification existed, so the Transport Manager Vocational Qualification (TMVQ) was developed to address that need.

The qualification was intended for individuals with frontline, first-hand responsibility for the day-to-day operational management of vehicle fleets, usually junior managers or Transport Officers. The role also involves coordination with users, supervision of drivers, and possibly supervision of junior transport officers in bigger institutions where a more senior transport management role exists. Since the certificate was tailor-made to address a particular need, it catered for a rather narrow group – predominantly transport officers in the health sector.

At that time the qualification was delivered almost entirely through experiential learning, following an initial training seminar of up to two weeks. Gathering of evidence of competence in the workplace took approximately six months. The workplace component of the training was monitored and supported by the learner's mentor and/or assessor. The qualification was assessed, quality assured and awarded by well-recognised UK educational bodies.

Methodology: In March 2002 a workshop involving stakeholders from the groups running and using the TMVQ was held in Johannesburg. The purpose of the workshop was to review the programme so far and explore the future direction of the programme and the qualification.

It was clear from the recommendations that emerged from the workshop that the stakeholders felt that the ultimate goal of the programme should be a South African qualification to replace the TMVQ. This report looks at the possible means of achieving this goal, including the different options available to Transaid, the strengths and weaknesses of each, and the processes involved in developing, registering, delivering and quality assuring a qualification in the context of the South African Qualifications Authority (SAQA) and the South African National Qualifications Framework (NQF).

Much work was undertaken by SAQA and the Transport Education and Training Authority to establish the framework of a South African TMVQ; stakeholder meetings were held, technical input was sought from Transaid, and drafts were developed and tested.

Outcomes: The main outcome of the efforts made by the South African Department of Health (DOH), TETA, SAQA and Transaid was the approval of SAQA qualification #49489; the Level 4 Certificate in Road Transport Management in the Public Services Sector.

An individual wishing to be assessed against this qualification may now apply to an assessment agency, assessor or provider institution that has been accredited by the Education and Training Quality Assurance body. Learners will be assessed by qualified and recognised assessors, and on successful completion will be declared competent, against the NQF level 4 National Certificate in Road Transport Management in the Public Services Sector unit standards.

The following methods of assessment were identified as the preferred measurement and assessment of learner competence in the assessment criteria:

- Written tests/case studies/project
- Role play/structured classroom discussions
- Portfolio of evidence
- On the job observation
- Oral presentation/questioning
- Simulation

Outcomes of the qualification are that participants should be able to:

- Apply communication skills within the workplace to satisfy internal and external customer requirements.
- Provide statistical information to relevant persons utilising numerical knowledge and skill.
- Manage the vehicle fleet in accordance with organisational policies and procedures.

The assessment criteria associated with the qualification include:

1. Oral and written communication skills are utilised to provide relevant information on the availability and usage of the vehicle fleet.
2. Oral and written communication skills are utilised to provide statistical information to relevant role players with regard to operational capabilities of the vehicle fleet.
3. Information to achieve work responsibilities is collected from appropriate sources.
4. The methods used in communication are appropriate to the audience and take into account social and cultural diversity
5. People are treated with integrity, respect and empathy regardless of culture, gender, class, "ethnicity and belief systems.

6. The organisation's social, ethical, and business standards are used to develop and maintain positive relationships aligned to human rights.
7. Problems are identified and analysed during conflict resolution and action is taken to rectify the situation with minimal disruption to performance.
8. Statistical information is gathered from vehicle fleet operations to determine vehicle usage.
9. Vehicle usage statistics are calculated to determine costs associated to the running of the vehicle fleet.
10. Vehicle costs are used to determine budgets by analysing present statistics and forecasting possible costs.
11. Mismanagement of vehicle usage is identified and dealt with in accordance with operational procedures.
12. Budgets are submitted to relevant departments for approval according to organisational policies and procedures.
13. The organisational standard operating procedures for transport management are adhered to.
14. The requirements of customers (internal/external) are met and dealt with promptly with regard to vehicle needs.
15. The transport management system is managed in accordance with all legislative and regulative requirements.
16. Documentation generated within the transport department is kept safe as required within organisational policies and procedures and in accordance with regulative requirements for audit purposes.
17. The organisation's objectives and aims are known so as to provide the support required from the transport department as the secondary role of the organisation.

Conclusion: This qualification has been designed for individuals currently, or wishing to be, employed by the transport divisions of the public services sector of South Africa. In the past it was customary to merely employ any individual at hand to manage and operate the fleet of vehicles in the public services sector. People realised that competently trained and knowledgeable people were needed for this task in what is one of the largest single cost centres, as well as a core facilitating activity in any public sector business activity. Road transport management in the public services sector justifies a qualification of its own to address specific operational approaches, the unique business environment, and specific pieces of legislation and publications guiding and restricting such operations.

The content of the unit standards themselves were the focus of international (and national) benchmarking, which occurred continually throughout the project, through an open communication and consultative process. Standards, qualifications and institutional bodies that have been used for benchmarking thus far are:

- UK standards
- Level 3 Certificate of Professional Competence in International/National Passenger/Haulage Transport Operations.
- Level 3 BTEC Certification in Road Freight Logistics.
- Level 5 BTEC Higher National Diploma and Certificate in Vehicle Operations Management.
- Level 3, 4 and 5 NVQs in Transport.

Tools Utilised: Transaid Transport Management System Manual, Transport Manager Vocational Qualification

Partners: This work was led by the Department of Health, SAQA and TETA with technical input provided by Transaid for the curriculum development and assessment components of the process.

About Transaid:

Transaid is an international UK development charity that aims to reduce poverty and improve livelihoods across Africa and the developing world through creating better transport. Transaid was founded by Save the Children and the Chartered Institute of Logistics and Transport. Our Patron is HRH The Princess Royal. Transaid specializes in the following:

- Building the capacity of public health authorities to provide effective, safe and cost efficient transport management systems to promote equitable access to primary health care services.
- Developing and improving logistics and supply chain systems to enhance the delivery of medicines, equipment and relief services to vulnerable communities.
- Promoting effective partnerships to support and enhance community participation in developing sustainable transport solutions in rural areas.
- Developing and delivering transport and logistics training and qualifications for public and private sector operators.

Transaid has the capacity and reach to lead projects throughout the developing world, but is equally capable of providing niche technical assistance to large scale health systems strengthening projects. Transaid maintains strong relationships with a number of leading international organizations including donor agencies such as DfID, DANIDA and USAID, and implementing organizations such as Health Partners International, Options Consulting, John Snow Inc. and Management Sciences for Health.

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