



INSTITUTIONAL ARRANGEMENTS

ETHEKWINI TRANSPORT AUTHORITY



THE NLTTA ERA

- Co-location of Transport Functions for improved coordination, service delivery & system performance
 - Planning
 - Traffic operations
 - Transport networks
 - Public transport
 - ✓ Facilities provision
 - ✓ Contracting Authority
- Institutional Arrangements
 - Transport Authority – Juristic person
 - Transport Executive – City staff
 - ✓ Strategic Transport planning
 - ✓ Road Systems Management
 - ✓ Public Transport



THE NLT TA ERA

➤ Lessons

- Legislative ideal never fully realised
- Funding strategy never put in place, commitments not honored
- Somewhat marginalised entity:
 - ✓ Major activities performed outside the TA
 - ✓ Pockets of excellence & patchy performance
 - ✓ Many plans, not enough implementation
- On the up side:
 - ✓ Move to co-locate transport functions established
 - ✓ Profile of the TA
 - ✓ Potentially strategically nimble organization created
 - ✓ Quick decision-making with Governing Body

Legislation alone, not enough!





THE NLTA ERA 1

- One of the key features of the NLTA was the more extensive assignment / devolution of transport functions to cities
- Section 93: *“Any transport authority established in terms of the Transition Act will cease to be a juristic person independent from the relevant municipality, on a date to be determined by the Minister, and those **municipalities must amend or restructure their administrations** as soon as possible after the determined date, to bring them in line with this Act”*
- Opportunity for rebirth & re-alignment



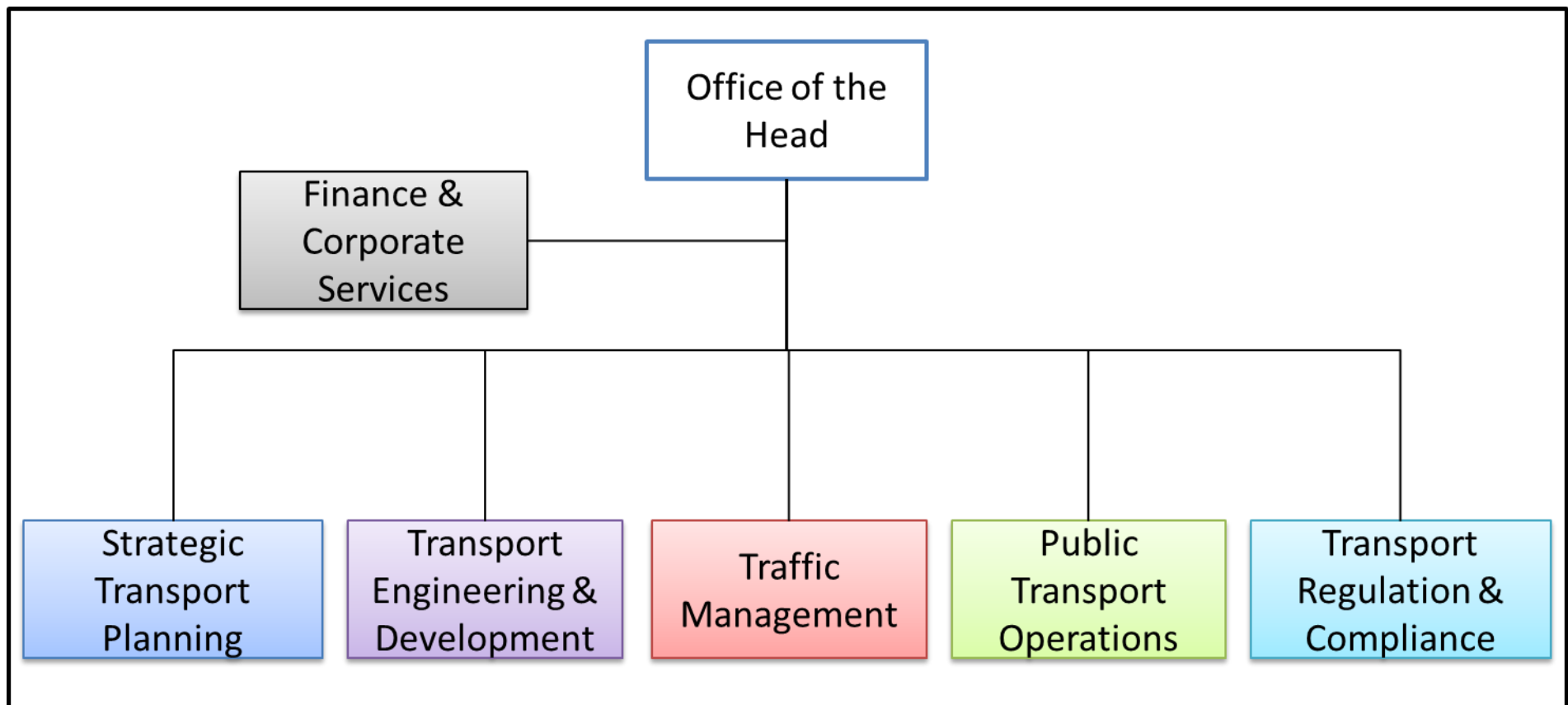
THE NLTA ERA 2

➤ New Business Strategy

- Address all functions & responsibilities as per NLTA
- **Create lean core & utilize relevant delivery partners**
- Actively manage relationships with delivery partners
- **Balancing business as usual vs efficient project delivery**
- Provide for focused political oversight
- **Financial ring-fencing, in light of decision to implement gross-cost public transport contracts**
- **Sustainability**

THE NLTA ERA 3

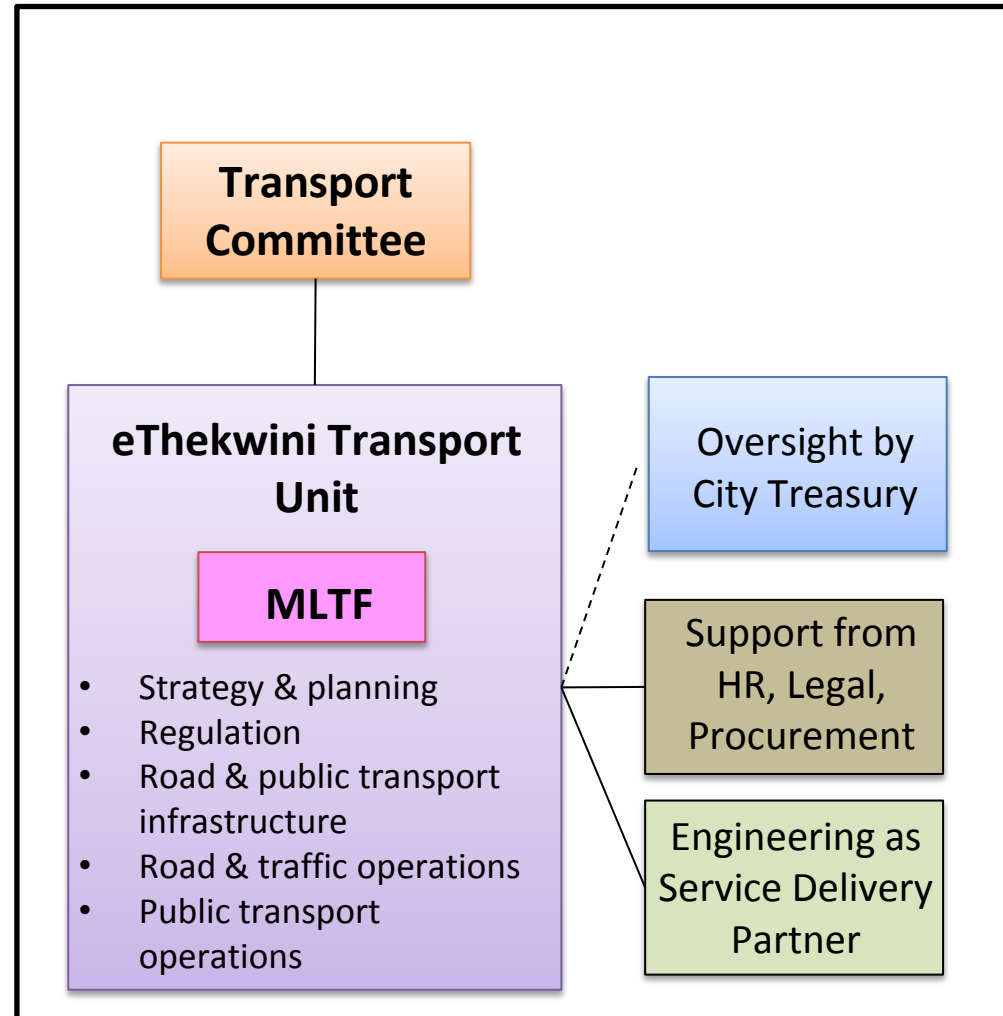
Structure





THE NLTA ERA 4

Corporate Form





THE NLTA ERA 5

➤ Lessons

- Still early days, however:
 - ✓ Clearer focus, direction & drive
 - ✓ Improved performance
 - ✓ Adjustment in relationship with delivery partners happening, with several SLA's being put in place
 - ✓ Collaboration & integration with other Units proving to be quite resource intensive
 - ✓ Funding remains an issue – MLTF regulations could help
 - ✓ Political oversight & championship remains weak



FUTURE DIRECTION

- Application for assignment of operating license function in progress
- Business case for devolution of rail subsidies in progress
- VAT implications being investigated
- Flexible organization with strategic agility
- Resource fluidity – virtual teams
- Integrated City Solutions
- City Region



THANK YOU