

**THE INVESTIGATION OF THE IMPLEMENTATION OF THE
NATIONAL ROLLING ENFORCEMENT PLAN
IN THE CAPRICORN DISTRICT**

by

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[REDACTED]

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DECLARATION

I, Mahlodi Phineas Mahlatji declare that this dissertation on “**THE INVESTIGATION OF THE IMPLEMENTATION OF THE NATIONAL ROLLING ENFORCEMENT PLAN**” is my own and all the sources used in the fulfillment of this dissertation are acknowledged and reflected in a proper referencing.

MP Mahlatji

DEDICATION

I dedicate this study to my beloved mother Raesibe Mahlatji, my wife Salphy, my children Thanyane, Modjadji, Thaluki and Mohau for the love and support they gave me throughout my study.

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ABSTRACT

THE INVESTIGATION OF THE IMPLEMENTATION OF THE NATIONAL ROLLING ENFORCEMENT PLAN

Road traffic injuries negatively impact on the health and the development of the world's population. The situation is not different in South Africa, particularly in Polokwane, Limpopo Province. In this area, over the past years there has been a steady annual increase of the number of fatalities in the national and provincial roads. This has necessitated the national department of transport to implement mitigating plans with the objective of promoting road safety. It is envisaged that if national road safety plan known as the National Rolling Enforcement Plan (NREP) is clearly defined and effectively implemented, the road fatalities can drastically be reduced. The plan provides some focus areas to be looked at in a way to promote road safety and reduce road accidents. The purpose of this study is to investigate the effectiveness of the NREP, whether it is consistently implemented; and to identify the gaps that affect the implementation process, and to recommend the mitigating factors that will improve the implementation processes of the NREP. A mixed method research approach was used in conducting the study. The first phase entails the collection of quantitative data through structured questionnaires involving traffic officers and traffic managers; while a second phase entails qualitative data collected through focus group discussions that involved traffic officers. The results show the extent at which the traffic officers are involved in the implementation of the NREP. To note, the findings are generalised to the national traffic operations. The study focussed on only one geographical area, namely Limpopo province in South Africa, and not on road transport operations in other parts of the country. Future research should expand on the nationalisation of traffic law enforcement officers.

Key words: National Rolling Enforcement Plan; Plan development, Plan Implementation, Traffic Officers, Road Traffic Management Corporation, Polokwane Municipal and Polokwane Provincial Traffic Stations.

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CHAPTER 1

ORIENTATION OF THE STUDY

1.1. Introduction

For any traffic law enforcement authority to function effectively in meeting its objectives of promoting road safety, it requires to have a clear and well defined traffic law enforcement plan. The National Department of Transport devolved the traffic functions to all provinces and municipalities for execution in terms of Schedule 5 Part B of the Constitution of the Republic of South Africa of 1996. Some limitations in terms of Section 36 of the same Constitution of the Republic of South Africa led to the promulgation of the National Road Traffic Act, Act 93 of 1996, which ultimately made provision for the appointment of Traffic Officers, and confers powers thereof.

The National Department of Transport further established the Road Traffic Management Corporation (hereafter referred to as RTMC) and was legislated (The Road Traffic Management Corporation Act, Act 20 of 1999). The RTMC established a committee called the Road Traffic Management Coordinating Committee represented by all Traffic Authorities in the nine provinces including representatives from municipalities, metros and other law enforcement agencies with an objective of developing a plan that will be implemented at all traffic authorities in order to improve and promote road safety in South Africa. (RTMC 2009).

The committee developed the National Rolling Enforcement Plan (hereafter referred to as NREP). The plan was developed with an objective of reducing accidents, fatalities and injuries; promoting road safety awareness campaigns; encourage good road user behaviour and voluntary compliance on the roads; increase detection and prosecution of critical offences; reduce traffic offence rates; reduce road accident trauma and costs; and to restore order on public roads. (Road Traffic Management Corporation, 2009:5).

1.2. Problem statement

The World Health Organisation (WHO) released a global status report on road safety that notes that the road traffic injuries are a major global health and development, and the report highlights information on road safety from 180 countries indicating that about 1.2 million road traffic deaths have been claimed (WHO, 2015:1). The situation in South Africa is not different. During 2015, 12 944 road fatalities with about 23.6% of death per 100 000 people were reported, while in 2016 about 14,071 with 25.2% per 100 000 people were killed in the road traffic accidents (The Organisation for Economic Cooperation and Development – OECD: 2017). This is a reflection of the need for the implementation of the mitigating plans to promote road safety.

The Department of Transport Limpopo compiled an annual accident report from provincial traffic stations where Capricorn District tops all other four districts, and further showed an increase of 17 accidents in 2015 as compared to 2014 (Limpopo Department of Transport, 2016:2). Table 1.1 refers.

Table: 1.1. ANNUAL ACCIDENT REPORT: JAN – DEC 2014 AND 2015

District	Accidents reported 2014	Accidents reported 2015	Increase or decrease
Capricorn District:	868	885	+ 17
Mopani District	784	723	-61
Sekhukhune	237	246	+9
Vhembe District	677	541	-136
Waterberg District	412	455	+43
TOTAL	2978	2850	

The accident statistics report compiled by the Limpopo Provincial Department of Transport further highlights the increase of road traffic accidents from 2 936 in 2014/15 to 3 044 in 2015/16, and to 3 058 in 2016/17 (Department of Transport Limpopo, 2017).

The Road Accident Fund (RAF) annual reports indicate that during 2014/15, 2015/16 and 2016/17 financial years R40,5 billion (RAF, 2015:49), R 66,3 billion (RAF, 2016:60) and R66.0 billion (RAF, 2017:60) were spent on road accidents claims respectively. These large amounts could have been spent on training and development, monitoring and evaluation of traffic officers and management performance at traffic stations across the country. If the traffic law enforcement agencies in provincial and local authorities were effectively implementing the road safety plan, this amounts could also have been used for many other projects aimed at reducing road accidents and fatalities. This may be a reflection that the National Rolling Enforcement Plan as intended to enhance road safety is not yielding results as initially anticipated by the Road Traffic Management Coordinating Committee (RTCC).

The purpose of this study is to investigate whether the Provincial and Local Municipal Traffic authorities within the Capricorn district are effectively implementing the NREP and identify the gaps that affect the implementation process.

1.3. Aim of the study

The aim of the study is to investigate whether traffic authorities in Capricorn District of Limpopo Province are effectively implementing the National Rolling Enforcement Plan.

1.4. Research Objectives

The objectives of this study are:

- To establish whether Capricorn district traffic authorities are effectively implementing the NREP as envisaged by the Road Traffic Management Coordinating Committee.
- To determine participation of traffic officer in implementing the NREP.
- Identify the gaps that exist in implementing the NREP.
- Make recommendations aimed at closing the identified gaps.

1.5. Research questions

Research question is a question that is intended to provide a clear statement of what exactly the researcher would like to know. This research is aimed to answer the following questions:

- Are the Capricorn District traffic authorities effectively implementing the NREP?
- Do the traffic officers participate in the implementation of the NREP?
- What are the challenges/gaps that impede the implementation of the NREP?
- What are the mitigation strategies that can be recommended to close the identified gaps?

1.6. Significance of the study

This study will be significant in that it will:

- a. Assist the Department of Transport Limpopo to evaluate and review the implementation of the National Rolling Enforcement Plan in the Capricorn District traffic stations.
- b. Assist the Department of Transport Limpopo to align the traffic law enforcement operational plans in line with the NREP directives.
- c. Assist the Department of Transport Limpopo to develop the monitoring and reporting methods to ensure consistent implementation of rolling enforcement plan.

1.7. Definition of concepts

National Rolling Enforcement Plan:

The Rolling Enforcement Plan (REP) is a living, dynamic document developed by the Road Traffic Management Coordinating Committee established by the Road Traffic Management Corporation aimed to provide a seamless, national enforcement plan that responds to the needs and demands of the prevailing circumstances in a smart, effective and efficient fashion in order to make the biggest impact on the carnage on South African roads. (RTMC, 2009).

Plan:

A plan is defined by Thornhill, *et al.* (2014:210) as the process of deciding in detail how to do something before actually starting to do it or devising a plan of action.

Plan Implementation:

Nicholas and Stein (2008:410) define implementation as the process of turning the system over to the user, and that the system be installed or be made available to the environment and training the user to operate the system. Plan implementation is actually a means to break each strategy into identifiable steps, assigns each step to one or more people and suggests when each step will be implemented.

Road Traffic Law Enforcement National Planning Framework:

This is a national road traffic law enforcement planning framework of the Road Traffic Management Corporation intended to guide the planning process within the road traffic sector in all the authorities in the country; to provide planning time frames, tactical approaches and process to be followed to ensure proper coordination of projects, operations and traffic law enforcement activities.

Road Traffic Management Corporation (RTMC):

This is a national corporation established in terms of Section 3 of the Road Traffic Management Corporation Act, Act No 20 of 1999, to ensure a co-operative and coordinated strategic planning, regulation, facilitation and law enforcement in respect of road traffic matters by the national, provincial and local spheres of government.

1.8 Research Methods

Kumar (2012:396) defines research design as a procedural plan the researcher adopts in order to answer the questions accurately. Brayman (2012:45) distinguished research design from research methods as a structure that guides the execution of a research method and the analysis of the subsequent data, while research method is a general orientation or a technique used to collect data when conducting a research. Thyer (1999:94) in De Vos (2001:77) defines research design as blueprint or a detailed plan that guides how a research study is to be conducted, how variables can be measured,

selecting a sample, collecting data to be used to test hypothesis and analysing the results. Bowling (2002:143) on the other hand defines research design as the overall structure or plan of the research.

There are three research methods used in collecting and analysing data, and are, qualitative, quantitative and mixed method (combination of quantitative and qualitative). Bryman (2012:35-36) defines quantitative research as a research strategy that emphasizes quantification in the collection and analysis of data that entails a deductive approach to the relationship between theory and research, in which the accent is placed on the testing of theories. According to Dawson (2007:16), quantitative research generates statistics through the use of large-scale survey using methods such as questionnaires or structured interviews. Qualitative research is defined as a research strategy that emphasises words than quantification in data collection and analysis.

The researcher will be using the mixed method of research which is both quantitative and qualitative. The approach will be a sequential explanatory design. The researcher chose this type of research design and method based on the grounds that data collect from both qualitative and quantitative validate each other and can add more insight and understanding on information that might have been lost. The paradigms to be used is positivism in quantitative and interpretivism in qualitative. Positivism is defined by Bryman (2012:28) as an epistemological position that advocates the application of the methods of the natural sciences to the study of reality and beyond. Payne (2002:171) notes positivism as one group of questions about the world, how we experience it, and how well the ideas we use to understand it and how it expresses its nature. This research design is relevant for this study as the researcher has identified the target group that is involved in the implementation of the concept under research.

Babbie and Babbie (2005:88-91) provides and define the following three purposes of mixed method of research with different implications for specific research designs; explanatory, exploratory and descriptive designs.

a) Explanatory

Explanatory is meant to explain and address the “why” questions in research. In explanatory, the researcher starts to collect and analyze data with quantitative approach, then follows the qualitative data collection and analysis to support the data from quantitative. Neuman (2014:5) defines explanatory research design as the research that focuses on why events occur. Bless *et al* (2014:57) note explanatory research design as

the process whereby the researcher seeks to explain the relationship between variables and demonstrate that change in one variable causes change in another variable; and is used to test theories of how social scientists believe the world works.

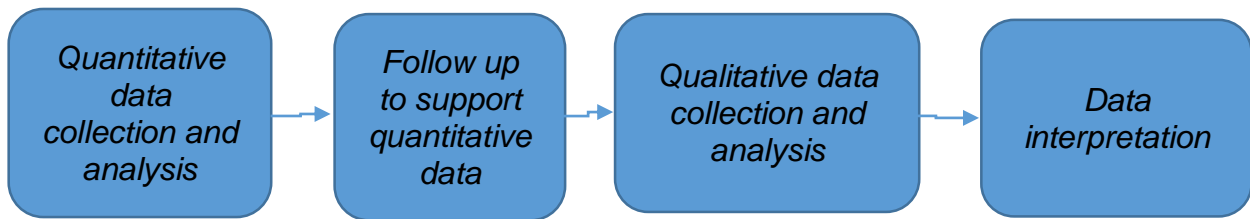


Figure 1.1. Sequential explanatory mixed method design.

b) Exploration

Exploration is mostly used by researchers to examine new interest or when the subject under study is relatively new. Babbie and Babbie (2005:88) further indicates that the exploratory studies are done to satisfy the researcher's curiosity and desire of understanding; to test the feasibility of understanding a more extensive study; and to develop the methods to be employed in any subsequent study.

c) Descriptive

In this purpose of mixed method, the researcher observes the situation and event, then describes what was observed. It further answers the "what", "where", "when" and "how" questions; and the researcher explains them.

1.9. Study area

The study will be conducted in the two Traffic Stations within the Capricorn District of Limpopo Province, which will be the Polokwane Provincial and Polokwane Municipal traffic stations. The District consists of nine traffic stations which are; Lebowakgomo, Lepelle-Nkumpi, Sekgosese, Molemole, Dendron, Mogwadi, Blouburg, Polokwane Provincial and Polokwane Municipality traffic stations.

1.10. Population

Population in research study is referred to by De Vos (2001:99) as the description of the population to whom the study findings will be generated. According to Wiid and Diggins (2013:186) in du Plooy-Cilliers, *et al.* (2014:132), population is the total group of people

or entities from whom information is required. The target population under study was 198 traffic officers including traffic managers from Polokwane Provincial Traffic station and Polokwane Municipal Traffic stations. 95 are from Polokwane Provincial and 103 from Polokwane Municipality

1.11. Sample, sampling methods and sampling size

A sample is according to du Plooy-Cilliers, *et al.* (2014:135), a subset of a population that is considered to be representative of the population. Brayman (2012:187) also defines sampling as a segment of the population that is selected for investigation. Kumar (2012:397) on the other hand defines sampling as the process of selecting a few respondents from a bigger group to become the basis for estimating the prevalence of information of intent to the researcher. It is a division of the population selected for a particular study.

There are two types of sampling; which are, random or probability sampling and non-probability sampling. Probability sampling is defined by Bryman (2012:187) as a sample that is selected using random selection so that each unit in the population has a chance of being selected. Kumar (2012:394) indicates that for a sample to be called random or probable, it requires that each element in the study population must have an equal and independent chance of selection in the sample.

Non-probability sampling is the opposite of probability sampling that has not been selected using a random selection method. Kumar (2012:391) defines it as the sample used when the number of elements in the population is either unknown or cannot be individually identified. The selection of elements in non-probability sampling is dependent upon other considerations. In this study the researcher will use convenience sampling.

To calculate the required sample, the researcher used the Rao soft sample size calculator. The researcher distributed 180 questionnaires between the two targeted traffic stations within the Capricorn District of Limpopo Province, and only 158 responded.

1.12. Data collection

Data collection is defined by Bryman (2012:14) as the gathering of data from the sample so that the research questions can be answered. As indicated that the researcher will be using the mixed method, the sequential explanatory approach will be followed where quantitative and qualitative methods will be used. Structured questionnaires will be used in quantitative while focus group will be used in qualitative method to collect data.

Structured questionnaires involve the use of fixed questions, tests or scales which are presented to respondents in the same way with no variation in question wording (Bowling, 2002:258). The structured questionnaires will serve as the primary data collection tools and will be delivered to the target groups (respondents) by hand as indicated in the sampling and will be collected afterwards.

A focus group will follow after the data has been collected through questionnaires to validate the same data collected. Focus group is defined by Mare (2012:90) as an interview strategy based on the assumption that group interaction will be productive in widening the large range of responses, activating forgotten details of experience and releasing inhibitions that may otherwise discourage participants from disclosing information.

1.13. Data analysis

Data analysis is the process of evaluating information or data collected by using analytical and statistical tools to discover the useful information. Brayman (2012:13) defines data analysis as a stage that incorporates several elements; and may also be defined as the management, analysis, and interpretation of the data. Because the researcher will be using the mixed method of research, the sequential explanatory mixed method approach will be followed where the starting point of analysis will be from the data collected using quantitative method and followed by the data collected through qualitative. Since quantitative method is expressed in numbers, Statistical Package for Social Science (SPSS) software was used to analyze information collected through structured questionnaires.

The discourse analysis was used to analyse data collected through focus group under qualitative method. Bless *et al* (2014:353) defines discourse analysis as the form of qualitative method that has its roots in linguistics, the study of language, and perception that is created through interaction and conversation between people. Maree, (2012:102) describes discourse analysis as an analysis where one expresses oneself using words and to the variety and flexibility of language in the way language is actually used in ordinary interaction; and focuses on the meaning of the spoken and the written words.

1.14. Ethical considerations

De Vos (2001:24) asserts that ethical considerations serve as standards and the basis upon which each researcher ought to evaluate his own conduct. It is in this part of the proposal where the researcher has to detail any other factors that may result in problems in obtaining data and to provide the steps to be undertaken to overcome these problems. Diener and Grandall (1978) in (Bryman 2012:135) provides the following guidelines to the researcher to avoid transgressions on participant's individual ethics: whether there is harm to participants, lack of informed consent, an invasion of privacy; and whether deception is involved. To ensure that the above ethical principles are adhered to, the researcher considered the following:

- ❖ Distribution and collection of questionnaires
- ❖ Plagiarism. Care was taken at all times to acknowledge the thought of other authors and researchers.
- ❖ Protection of privacy and confidentiality. Participants were guaranteed that their contribution will not be quoted elsewhere without any agreement.

Informed consent: contribution to respond to questionnaires was voluntary. A consent form was also distributed.

1.15. Research limitation

The researcher was objective in conducting the study much as it was indicated in the research design that the mixed method research approach would be used. Because Traffic Officers across the traffic stations under study are working shifts, where at times this may have an influence on collecting questionnaires; that would not deprive the

researcher from collecting such data. The researcher would not mind to visit Traffic stations at different shifts/times to collect such data. The researcher resides within the jurisdiction of Capricorn District. The study of this type was never conducted before, but, be that as it may, care will be taken not to plagiarize.

1.16. Conclusion

This chapter was aimed to provide the background of the study with specific reference to the research problem, aim of the study, research objectives, research hypothesis and ethical considerations. The chapter is sought to highlight an overview of what will be covered in the dissertation, preceded by the literature review of the existing sources on similar implementation of traffic law enforcement plans globally among traffic authorities.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

This chapter is a reference framework of the dissertation that reviews the strategic implementation plan of the National Rolling Enforcement Plan in South Africa. This plan has been developed with the objective of promoting road safety. This chapter also looks at the challenges experienced by other countries in implementing the road safety plans, road accident reduction strategies and some achievements in implementing traffic law enforcement plans.

The chapter also seeks to explain plan formulation, plan implementation and the legislations applicable in traffic law enforcement. The chapter further addressed the importance of leadership in plan implementation, the importance of change management, the importance of communication in plan implementation, employee participation and theories underlying plan implementation.

2.2. An overview of the National Rolling Enforcement Plan

The National Rolling Enforcement Plan (NREP) is a document that has been developed by the Road Traffic Management Corporation through the coordinating committee represented by officials from the nine Provincial Departments of Transport, representatives from Metros and Local Municipalities. The NREP was since developed in 2009 with the objective of promoting road safety; reduction of road accidents, fatalities, offence rates on all key safe indices; assist in crime prevention activities and proactive policing initiatives (Road Traffic Management Corporation, 2009:3-6). The plan was developed in response to the findings in the Interim Road Traffic and Fatal Crash Report that reflected an increase of 52 fatal crashes from 10,805 of 2008 to 10,857 in 2009 (RTMC Road Traffic Report, 2009:5).

The Minister responsible for Transport announces the accident statistics annually and the reports reflect some fluctuations that vary from province to province (table 2.1). The former South African Minister of Transport Mr. Joe Maswanganyi had on the 22 January 2018 announced the decrease in the number of road deaths on South African roads for the period 1 December 2017 to 09 January 2018 as compared to the same period of the previous year 1 December 2016 to 9 January 2017, which is 1,714 in 2016/17 and 1,527 in 2017/18 (Department of Transport, 2018).

Table: 2.1. Daily accumulative number of fatalities per day of the month

PROVINCE	1 December to 15 January		Change	% Change
	2016/17	2017/18		
Gauteng	308	292	-16	-5
Kwazulu Natal	361	324	-35	-10
Western Cape	151	162	11	7
Eastern Cape	220	213	-7	-3
Free State	193	142	-51	-26
Mpumalanga	193	176	-17	-9
North West	124	138	14	11
Limpopo	270	196	-74	-27
Northern Cape	55	33	-22	-40
TOTAL FOR THE COUNTRY	1 875	1 676	-199	-11

Source: **Department of Transport (2018)**

2.3. Plan and plan implementation

2.3.1. What is a plan

Van Der Waldt (2016:474) describes a plan as a management function that is aimed at determining future circumstances and identifying the measures needed to realize them or a means for achieving an end. It is a process that involves defining of the organisation's objectives or goals, establishing an overall strategy for achieving those goals; and developing a comprehensive hierarchy of plans to integrate and coordinate activities; and is more concerned with the ends and means (Robins and Couter, 1999: 212). While De Beer and Rossouw (2015:13) define planning as the starting point of the management process, that determines in advance what the organisation wants to achieve and how these goals can be achieved. It is also described as a basic function of management; the process of deciding ahead of time strategies to be pursued and actions to be taken in the future.

Jeseviciute-Ufartiene (2014:177) maintains that a plan is an analysis of internal and external aspects with the purpose to see the organisation's future. It is a means to determine the objectives of the organisation, examination of the environment and forecasting changes and

development of policies and procedures. In view of the changing environment, plans are necessary to help to achieve the objectives. A manager without a plan becomes the victim of circumstances.

2.3.2. *Different types of plans*

There are two types of plans in terms of breadth category; and these plans are strategic and operational. Jones *et al* (2000:213) define strategic plan as a cluster of decisions about what goals to pursue, what actions to take and how to use resources to achieve them; and that it tends to include an extended time period usually three years. Similarly, Goldman *et al* (2016:14) describe strategy as a tool used by general management to ensure the organization's successful performance as well as its survival and growth in the long term.

In support of this view, Haberberg & Rieple (2008:54) note strategy as an effort or deliberate action that an organisation implements to outperform its rivals; and further note that strategic planning involves the process of analyzing, setting goals and targets; and measurements of performance outcomes against them. Strategic plan helps in the determination of the basic long-term objectives of an organisation and provides a direction of courses of action and allocation of resources necessary to achieve these objectives. Strategic plans are developed by top management in an organisation.

Neugebauer *et al* (2015:2) note the two main perspectives in strategy formulation, and these include emergence and deliberate planning. Plans which emerge during the normal operations are called emergent plans while deliberate plans are planned strategies that come about where there are precise intentions, which are written down and imposed by a central leadership (Ritson 2011:20).

Operational plan is defined by Ritson (2011:18) as an action carried out to put into effect the details of strategic decision and is seen as the detailed implementation of a strategy. It is a tool that specifies the details of how the overall objectives are to be achieved (Jones *et al.*, 2000:213). Similarly, Operational plans are tactical in that they detail how the overall goals are to be achieved (Robbins *et al.* (2011:125). In a traffic law enforcement environment, a typical example of an operational plan would be a planned road cycling to take place on a specific date and road. In this instance, the plan will outline the date, assembly point, the route, intersections that require the assistance of traffic marshals or point duty, the number and names of traffic officers to control traffic at designated intersections; etc.

According to Smit and De J Cronje (2002:90) an operational plan needs to be developed by middle and lower-level managers focusing on carrying out the practical and tactical plans to achieve the organizational goals. Strydom (2009:680) asserts that operational plans are generally set by the first level managers and supervisors (Strydom, 2009:68) and mainly focus on specific, routine procedures and processes. Operational plans often cover a short period of time; such as monthly, weekly or day to day operations.

a) Time:

A clear plan is time bound. A plan is developed over a short or long term period. Short term plan covers one year or less, while long-term plan is anything above seven years.

b) Specificity:

Specificity category is made up of specific and directional plans. Specific plans are plans having clearly defined objectives, for an example if the Department of Transport plans to reduce road accidents by 20% in 2018. Robbins *et al* (2011:125) note specific plans as plans that leave no space for interpretation; and directional plans as those plans which are flexible and set general guidelines to achieve a particular objective. An example of directional plan is when the Department of Transport plans to employ 20 Traffic Reservists for two months (January to December) to control traffic during peak hours in order to reduce traffic carnage at critical intersections by 10%.

c) Frequency of use:

A plan should either be single-use or standing. A single-use plan is defined by Robbins *et al* (2011:126) as a one-time plan designed specifically to meet the needs of a unique situation; while standing plans are ongoing plans that provide guidance for activities performed repeatedly. A single-use plan in traffic law enforcement includes a planned road block targeting specific offences such as operators of public passenger vehicles not in possession of operating licenses for a specific day only; while a standing plan in traffic law enforcement includes the daily traffic control routine during peak hour periods at particular intersection.

2.3.3. *The importance of planning*

According to Strydom (2009:63) planning provides the following important functions in the organisation:

- Helps the organisation to discover new opportunities and to anticipate and avoid future problems,
- Provides direction to the organisation; road map that tells the organisation where to go and how to get there,
- Helps different functional areas of the business to work together,
- Creates desirable changes, improving productivity and maintain organizational stability,
- Improves the channels of achieving the organizational goals; and
- Enables the organisation to achieve long-term growth, maintain potential profitability and survive.

Robbins *et al.* (2011:131) note that managers should plan in order to reduce uncertainty; establish coordination; and to reduce overlapping and wasteful activities. Planning helps the organisation in creating opportunities for implementing decisions, implementing systematic plans, increases economic growth and helps in the fulfillment of organisational goals (Alipour *et al* (2013:37).

2.3.4 *Planning process:*

Jones *et al* (2000:8) defines planning process as the process that managers use to identify and select the appropriate goals and courses of action, and include the following:

- deciding which goals the organisation will pursue,
- deciding what courses of action to adopt to attain those goals; and
- deciding how to allocate organisational resources to attain those goals.

There are three steps of planning (Jones *et al.*, 2000:231) which include the following:

- a) Determining the organisation's mission and goals,
- b) Formulating strategy: analysis of the current situation within and outside the organisation,
- c) Implementing strategy: the allocation of resources and responsibilities to achieve strategies

2.4. Plan implementation

Nicholas and Stein (2008:410) define implementation as the process of turning the system over to the user, and that the system be installed or be made available to the environment and training the user to operate the system. While Smith *et al.* (2015:2) define implementation as the process of moving an idea from concept to reality. To ensure that objective set are achieved the implementation drivers such a technical leadership and adaptive leadership, organisational supports and personnel development mechanism must align with the new practices.

Most government departments across the world face many challenges that contribute to lack of implementation of their plans. Kenny (2005:191) notes that lack of implementation has been one of the major failings in strategic planning. Kimiti, *et al.* (2014:5) argue that even a well-formulated plan may fail to produce superior performance if they are not implemented properly.

Fitsimmons (2008:129) notes that, leaders plan and then do; and once the goals are set, steps to reach them are laid out; the responsible designated person, the resources considered; and the mechanisms are devised, then it becomes time for implementation. Stacey (1996:122) suggests that implementation may be realised through following an agreed plan setting out the action steps required to achieve the chosen goal, or, where the environment is characterised by great uncertainty, that goal may be reached by trial-and-error action.

Strydom (2009: 68) adds that plan implementation involves organizing how plans will be executed, leadership to set the plans in motion, motivation to make all relevant employees commit to finishing the plans, and the exercising of control to determine whether the performance of the activities is going according to plan. Plan implementation also involves other generic management functions such as organising, leading and control. Kalali *et al* (2011:2) asset that effective strategy implementation depends on the alignment of strategy, structure, systems, style, staff, skills and subordinate goals.

The above factors are very crucial in all plan implementations that traffic law enforcement managers have to take them into consideration.

According to Bryson and Bromiley (1993) in Development Bank of Southern Africa (2009:25); argue that plan and implementation with the highest potential should have the following characteristics:

- Stable general political and economic environment;
- Little change from the existing technology is required,
- The lead organisation has experienced, skilled and numerically adequate planning staff;
- Potentially affected groups are aware of the project;
- Enough but not excessive time is available for the project.

2.4.1. The impediment of plan implementation:

Brinkschroder (2014:5) asserts that it is the role of managers to understand and identify the pitfalls and challenges that can occur during the process to improve the effective implementation. The following are some of the obstacles to plan implementation process:

a) Poor leadership and communication

Areri and Anyieni (2016:5-6) conducted a similar study on poor leadership and communication; and their findings on leadership and communication were and were as follows:

b) The effects of leadership in strategic plan implementation:

The majority of the respondents reported on proper leadership that promotes teamwork, shared behavior, innovation and consultative.

c) The effects of communication in strategic plan implementation

Communication was found not to have greater effects on plan implementation even though is a significant factor.

d) Resistance to change,

Smit *et al* (2011:142-3) state that some of the biggest mistakes that managers make and which ultimately compromise plan implementation, is to assume that conditions in the environment will remain constant.

- lack of understanding of the business's strategic plan,
- poor understanding of the principles of goal formulation,
- planning being time-consuming and expensive.

- Insufficient resources

All the above were found to have impact on plan implementation on the study conducted by Areri and Anyieni (2016:5-6).

Eusofe and Evdorides (2016:2) cites the example of the Malaysian government that implemented the Road Safety Plan in 2006. The plan was aimed to promote road safety and reduce accidents. When evaluation was conducted in 2010, it was found that the targets as contained in the plan were not fully achieved. Some of the challenges that contributed to non-effective use of the plan were amongst others, coordination; environmental factors; roads infrastructure; and lack of resources such as funding, human capital, patrol vehicles, speed detecting equipment, and other supporting agencies such as the judiciary in cases of prosecution of traffic offenders; and private companies in the innovations and inventions of new technology.

e) Coordination;

Eusofe and Evdorides (2016:175-179) assert that the Cabinet Committee and the Steering Committee were established supported by the Road Safety Departments from the Federal States. Coordination failed because of lack of commitment from the committees, public and private sector; lack of communication between the Government and the agencies; and less partnerships with the NGO's and private sectors. The NREP like any other plan requires proper coordination and monitoring to ensure that its objectives are realized.

Watson (2007:73) indicates that coordination of implementing traffic law enforcement plans through various agencies, nine provinces, all metro regions and local municipalities is a serious challenge and recommended that all National Road Agencies and the Road Traffic Management Corporation should work together towards a national calendar of priority activities in respect to both enforcement and communication issues. Watson (2007:73) further sighted lack of capacity, both of skilled, committed personnel, funding and lack of resources as another challenge of plan implementation, especially at local municipalities where they are unable to render traffic services during the night and weekends where there is a need because most crashes occur at those periods.

Chege (1972:595-606), attests that Kenyan Government had espoused new management techniques after experiencing challenges in plan implementation, and established the famous

Ndegwa Commission on the public service structure that recommended the adoption of the Management By Objective (MBO); and the Organisational Development (OD) techniques aimed to assist management in an approach to the development of plan implementation process as an open system that must not only contend with internal problems, but also consider the external uncertainty delineated before.

According to Eusofe and Evdorides (2016:4-5) a non-governmental organisation called the Road Safety Council (RSC) was established in 1950 in Malaysia with an objective of promoting road safety on the ground among the public in collaboration with the Members of Parliament and State Legislative Members. Because of being a non-governmental organisation (NGO), coordination for implementing the plan of promoting road safety became a challenge until the Malaysian Government under the Ministry of Transport established the Road Safety Department (RSD) to coordinate the implementation of road safety plans and as a lead to promote road safety, increase the public awareness of the significance of road safety and in return to reduce death's and road accident injuries.

Because Malaysia is a Federal State, this required each State to have its own Road Safety Department which ended up in 14 departments. The plan could not assist, instead caused lot of challenges in implementing the plan because of overlapping communication, ineffective coordination and a fear of political interferences in the implementation process (Eusofe and Evdorides 2016:4).

Kimaro *at al.* (2016:52) conducted a study on the challenges in the management of road safety in Tanzania and found the major challenges being; poor or none existence of emergency services, weak policy enforcement mechanisms in coordinated manner, many actors in road safety having no coordinating umbrella, data systems not talking to each other, lack of systems in place to support the enhancement of traffic regulations, rules and procedures. Another major factor that was found to be a challenge in the management of road safety was the uncoordinated fragmented systems managed by different stakeholders. Examples of these uncoordinated systems include the Ministry of Works under the Directorate of Road safety that was not interoperable with other systems managed by the Tanzanian Revenue Authority; and the existing systems hosted by different stakeholders that did not see each other since their specifications were vendor-driven without integration focus even for database systems. Ngui (2014: 5) also found poor coordination across all functions as another challenge strategy implementation.

It is expected for the National Rolling Enforcement plan to be coordinated accordingly at the local level by the Provincial and the Provincial by the National Department of transport.

f) Situational analysis;

To overcome and prevent the above factors that impede plan implementation, Chemwei *et al* (2014:119) recommended that before any plan could be implemented, it is required for management together with the end users to carry out the SWOT (strength, weaknesses, opportunities and threats) analysis in order to identify factors that may affect the implementation process, management to put more emphasis on training and development of its human resources; and to ensure that the plan is adequately financed and supported by the Ministry responsible for the plan.

g) Ineffective senior management team;

Chemwei *et al* (2014:117-119) conducted a study on the factors that impede the implementation of strategic plans in secondary schools in Kenya, and their findings were as follows:

h) Organisational structure and human resource:

- The organisational structure did not fit the plans to be implemented
- Limited budget allocation,
- Inadequate human resource,
- Inadequate skills and training,
- Political interference in plan implementation,
- Insufficient technology;

ii) Organisational culture:

- Unclear vision to implement,
- Lack of ownership by implementers;
- Lack of ownership by management

iii) Leadership as the barrier to plan implementation:

- Lack of coordination and management,
- Conflicting roles of implementers,
- Unclear implementation procedures,

- Conflicting activities;
- lack of involvement of end users'
- Inadequate budget allocation.

Smit *et al* (2011:144) provides that managers can make use of planning tools such as forecasting, budgeting, scheduling and monitoring tools; as well as some guidelines that they can make use of in order to counter the above mentioned barriers;

2.5. Legislations and Agencies relevant to traffic law enforcement

There are agencies, policies, plans and legislations promulgated and approved by Parliament to regulate and to promote safety on South African Roads. These include amongst others, the National Road Traffic act, Road Traffic Management Corporation Act, Road Traffic Infringement Agency Act, National Land Transportation Act, Cross-border Act, South African National Road Agency, and many more. These legislations are enforced with an objective to promote road safety by Traffic Officers from National, Provincial and local authorities. South Africa has many agencies, legislations and plans that include the NREP that if they are well coordinated and implemented; the objectives will be achieved.

2.5.1. National Road Traffic Act, Act 93 of 1996 (NRTA)

The NRTA has been promulgated to provide for road traffic matters which shall apply uniformly throughout the Republic of South Africa and for matters connected therewith. Section 3 (l) (b) and (c) NRTA provides that a Traffic Officer when in uniform, may require the driver of any vehicle to stop such vehicle; and inspect and test or cause to be inspected and tested by a person whom he or she considers competent to do so, any part and the functioning of any vehicle, and the equipment thereof, with a view to ascertaining whether the vehicle concerned or the functioning thereof and the equipment comply with the provisions of this Act, provided that no officer or person instructed by the officer to inspect or test such vehicle shall, in the exercise of the power hereby conferred upon him or her, dismantle the mechanism or any working parts of any motor vehicle unless he or she is also a qualified motor mechanic or has passed an examination for examiners of vehicles as prescribed, and if he or she has so dismantled the vehicle, he or she shall reassemble the dismantled mechanism or parts to the same condition in which it was before it was dismantled unless he or she is requested by the person in charge of the vehicle not to do so.

Traffic officers in the Capricorn District of Limpopo are also vested with these same powers and can also be enforced through the application of the NREP in order to promote road safety with an ultimate accident reduction. Mphela (2011:264) indicates that the existence of policies and legislations is not sufficient but the enforcement makes the difference.

2.5.2. The Road Traffic Management Corporation Act 20 of 1999 (RTMC).

The RTMC is established as a partnership between National, Provincial and local spheres of Government in terms of the provision of Section 2 of the Road Traffic Management Act, with an objective to:

- Enhance the overall quality of road traffic service provision, in particular to ensure safety, security, order, discipline and mobility on the roads,
- Protect road infrastructure and the environment through the adoption of innovative practices and implementation of innovative technology,
- Develop human resources in public and private sectors that are involved in road traffic matters,
- Improve the exchange and dissemination of information on road traffic matters (RTMC ACT).

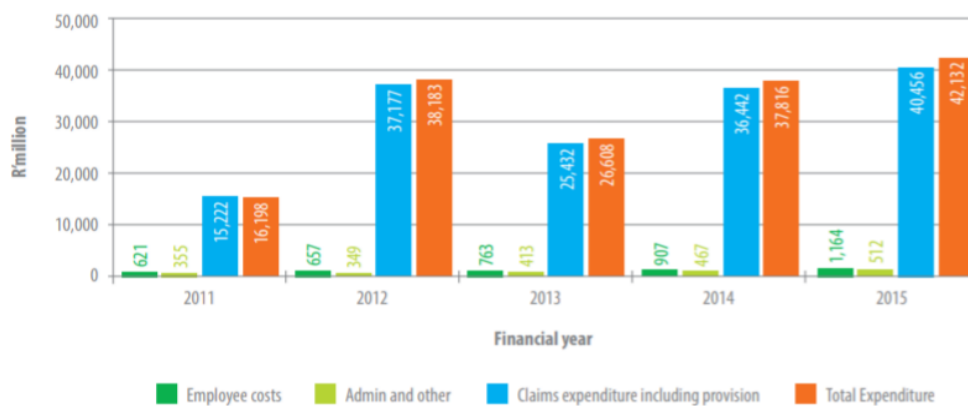
2.5.3. Road Traffic Infringement Agency

The Road Traffic Infringement Agency (RTIA) is established in terms of Section 3 of the Administrative Adjudication of Traffic Offenses, Act 46 of 1998, to administer a procedure to discourage the contravention of road traffic laws and to support the adjudication of infringements, to enforce penalties imposed against persons contravening road traffic law, to provide specialized prosecution support services, and many more. The survival of this Agency will depend more on effective implementation of the traffic law enforcement plans.

2.5.4. The Road Accident Fund ACT, ACT 56 of 1996

The Road Accident Fund Act was promulgated with the view to provide for the establishment of the Road Accident Fund (RAF); and to provide for matters connected therewith; and with the objective of the payment of compensation in accordance with this Act for loss or damage wrongfully caused by the driving of motor vehicles. The Road Accident Fund (RAF) report of the 2014/15 financial year as illustrated on graph 2.1 indicates that about R42, 132 million was spent on road accidents; which is a huge amount that could have been spent on training

and development, monitoring and evaluation of traffic officers and management performance at traffic stations across the country, but instead, was spent to compensate the victims of accidents wrongfully caused by the driving of motor vehicles. Employee and administration costs constituted only 4% and the rest was spent on claims (RAF, 2015:49). If the road safety plan was clearly defined and well implemented, this huge amount of public money could have been used as a relief in strengthening the implementation of traffic law enforcement in training of Traffic Officers and support staff, enhancing road safety awareness campaigns and to improve road infrastructure than to compensate for driver negligence.



Graph 2.1. Total multiyear expenditure of RAF.

Source: (RAF 2015:49).

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2.6. The importance of leadership in plan implementation

Jabbar and Hussein (2017:101-102) define leadership as a set of behaviour that enforces the people to formulate the organisational goal and then motivate them to jointly contribute in order to achieve the organisation's goals; and further that it denotes the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create changes as necessary; and should reflect the following recognizable actions that determine the positive strategic leadership:

- determining strategic direction
- establishing balanced organisational controls
- effectively managing organisation's resource portfolio

- sustaining an effective organisational culture
- emphasizing ethical practice organisational controls.

Jones *et al* (2000:463) add that leadership is the process by which a person exerts influence over other people and inspires, motivates, and directs their activities to help achieve group of organisational goals. Brinkschroder (2014:4-5) defines leadership as a person's ability to influence a group to achieve the organisational goals and asserts that managers should ensure that the rest of the organisation is committed to the strategy by convincing the employees that a new strategy is important and also create a meaning of strategy that employees would support, and to deal with aspects such as resource allocation, resistance and create consensus.

Leadership is defined by Peretomode (2012:13) as an art or process by which a member of the group or organisation persuades, inspire, influences the attitudes, behaviour and actions of others, and directs their activities so that the group or organisation members work willingly, cooperatively and enthusiastically toward the accomplishment of set goals and a new and improved position; and should encompass the following features:

- involvement of people,
- entails influence rather than authority,
- involves subordinates,
- focuses on achieving the set goals,
- ongoing activity,
- process, a means to an end, rather than an end in itself,
- produces positive change/improvement and not concerned with maintaining the status quo.

Haberberg & Rieple (2008:744-802) defined two types of leadership:

Transformational leadership:

This is the type of leadership approach that causes change in individual and social systems that create positive change in the followers with the end goal of developing followers into future leaders. Jones *et al* (2000:483-4) define transformational leadership as the type of leadership that makes subordinates aware of the importance of their jobs and performance

to the organisation and aware of their own needs for personal growth; and that motivates subordinates to work for the good of the organisation. Khan *et al* (2016:3) distinguish transformational leadership from other theories on the basis of its alignment to a greater good as it entails the involvement of the followers in the processes or activities related to personal factors towards the organisation.

Transformational leaders always inspire people to exert themselves for the good of the organisation; and offer excitement, vision, intellectual stimulation and personal satisfaction, while some researchers believe that leaders who rely too heavily upon charisma are not always effective in the long term because few individuals, however talented and energetic, are able to handle all types of business problems alone, and require people around them and able to support and be prepared to tell them when things are going wrong (Haberberg & Rieple (2008:744-802). Jacob (2003:7) says that transformational leadership motivates personnel to fully realize their potential and enables ordinary individuals to do extraordinary things. This is the type of leadership relevant to the entire traffic stations within the Capricorn District that can make implementation process a success.

Transactional leadership:

This is the type of leadership that focuses on supervision, organisation and performance that believes in promoting compliance by followers through both rewards and punishment. These are leaders who prefer a more formalised approach to motivation, setting clear goals with explicit rewards or penalties for achievement or non-achievement. Jones *et al* (2000: 487) assert that transactional leadership involves managers who use their rewards and coercive power to encourage high performance; and when managers reward high performers, reprimand or punish low performers, and motivate subordinates by reinforcing desired behaviors and extinguishing or punishing undesired ones.

The success of the traffic law enforcement plans requires leadership with similar characteristics and features as identified by Peretomode as indicated above. Mapetere *et al* (2012:274) cited an example of leadership behavior where Zimbabwean State Owned Enterprises leaders failed to role model, spearhead and sustain strategy implementation, due to lack of management's willingness, commitment and loyalty to the implementation processes; and further stressed the point that leadership should make use of their skills and abilities such as human, technical and conceptual skills to create the need for change and

enhance strategy implementation more receptive through imparting knowledge, motivation, guidance to strategy implementation individuals and teams.

The Capricorn District's Traffic Law Enforcement Authorities need leadership which is committed and loyal to the implementation of traffic law enforcement plans as opposed to the uncommitted leaders who failed the state owned enterprises in Zimbabwe as sited above.

Jabbar and Hussein (2017:99) add that leadership has a significant impact on strategic management processes as it helps to determine the vision and mission of the organisation, facilitates the organisation to execute effective strategies to achieve that vision; and that leadership serves as the link between the soul and the body of an organisation, and identified the following challenges that the leader has to be strong on in plan implementation:

- be strong but not rude,
- be kind but not weak,
- be humble but not timid,
- be proud but not arrogant, and,
- have humor without folly.

2.7. The importance of change management in plan implementation

Change management is defined by Sidikova (2011:14) as the activities involved in defining and instilling new attitudes, values, norms, and behaviors' within an organisation that support new ways of doing work and overcome resistance to change; building consensus among customers and stakeholders on specific changes designed to better meet their needs; and also as planning, testing, and implementing all aspects of the transition from one organisational structure or business process to another. Sidikova (2011:8) further states that during change management, employees need to be put first as the implementers since change management itself is steering employees to the same direction for successful outcome.

D'Ortenzio (2012:25) points out that change management is a generic process that changes according to organisational needs whilst still maintaining its overall vision; and that it could be numerous, could include changes to procedures, structures, rules, and regulations, technology, training and development and customer needs within organisations, and is

considered change to be the shift in behaviour of the whole organisation. All these changes have an impact on employees as the role players.

Turner (2011:30) says that the effect of change on the employee has lasting effects on the organisation if the change is negative, and can upset the feeling of belonging that was previously there; and it is the function of management to ensure that employees are respected and their contributions and ideas to the organisation are valued, as they may automatically resist change and this action may affect plan implementation. This is because employees as human beings might have created a comfort zone in the workplace. Change is mostly bitter and at times may lead to the following behavioural consequences by employees; denial, shock, anger, resistance, depression, dissatisfaction, and much more unacceptable behaviour.

The implementation of the NREP may also have similar situations if change is not properly implemented. According to De Andrade *et al.* (2014:26-28), change is the main characteristic of contemporary times, being an essential aspect of creativity and innovation in organisations of today, while organisations change to win, and this change may require changes in the existing structures, new skills needs, work load shifting; while training which is an extreme important aspect in the process is often mishandled during transformation. The implementation of the rolling enforce plan in traffic environment where change is obvious requires an immense training, since the main challenge of deployment and the use of change control process is aimed to provide an organisational environment that shows potential to innovation that adds value to the organisation.

De Andrade *et al* (2014:28) define the three types of change as follows:

Routine change: this is the standard and pre-approved change that is automatically approved and occur in periods intervals;

Planned change: as the normal change that flows within the process; and;

Emergency change: as the change that may occur outside the normal standard interval, and depends on the release of the immediate supervisor for immediate execution. This type of change is normally a mitigating factor to a problem that impacts negatively to the organisation.

2.8. Employee participation in plan implementation

The NREP like any other plan in a work environment requires the participation of all role players including the employees. Anderson (2014) asserts that the solid foundation of any successful organisation is its people. It is the responsibility of the management of Traffic Law Enforcement institutions to ensure that employees are involved in the planning of law enforcement activities. According to Turner (2017:30) employee participation in the plan implementation or in a pilot programme in the workplace can increase commitment and deepen knowledge of the organisation.

Mchunu (2010) defines employee participation as the process whereby employees are involved in decision making processes rather than simply acting on orders, and that their active participation in decision making strengthens their level of influence to all structures within the organisation. Similarly, Abdulai and Shafiwa (2014) add that employee participation is a process in which influence is shared among individuals who are otherwise hierarchically unequal and thus leads to harmony, motivation and support in an organisation.

Irawanto (2015:160) opines that employee participation is a key element in the successful implementation of new management strategies and plays an important role in determining the degree of job satisfaction and in return increases the level of commitment and motivation.

Mello (2014:31-32) says that there is a lack of coordination, comprehensive and strategic human capital management systems in the public service that result in fragmented and inconsistent activities which are driven by compliance rather than strategic intent, and further suggests that the strategic human capital management should serve as a link between employee productivity and organisational objective, which requires a need for an alignment of employee activities with the objectives of the organisation; and this could only be achieved through the involvement of operational managers and employees on the ground; and lastly the development, implementation and assessment of meaningful human capital policies and practices.

The involvement and participation of employees (traffic officers) is an important element in the traffic law enforcement environment in as far as the implementation of traffic law enforcement activities is involved.

2.9. The importance of communication in plan implementation

Boyaci et al define communication as the exchange of an information, thoughts and emotions between individuals of groups; and plays an important role in balancing individual and organisational objectives. Mapetere *et al* (2012:275) in their research on strategic role of leadership in strategy implementation found that most of the State Owned Enterprise's strategic implementation failed due to lack of communication tools; and recommended for the formulation of tools to permit and solicit questions from employees on issues related to plan implementation. Communication tools include; landline telephones, fax, cell phones, computers, social networking sites, etc. It is through communication that Traffic Officials should know about the new requirements, tasks and activities to be performed and also to cover the reasons behind changed circumstances.

2.10. Theories.

A theory is defined by Kerlinger (1986:9) in De Vos et al (2005:442) as a set of interrelated concepts, definitions and propositions that present a systematic view of phenomena by specifying relations among variables, with the purpose of explaining and predicting the phenomena. Similarly, Salkind (2006:3) defines a theory as a set of related ideas that explain events that have occurred and predict events that may happen. Theories relevant to this study include the contingency and resource based theories.

2.10.1. Resource based theory

Resource based theory is defined by Barney (1991:101) as a managerial framework used to determine the strategic resources with the potential to deliver comparative advantage of the organisation. Barney (1991:99) further suggests that an organisation obtains sustained competitive advantage by implementing strategies that exploits their internal strengths by responding to environmental opportunities, while neutralizing external threats and avoiding internal weaknesses. The external threats associated to traffic law enforcement institutions include the increase in road fatalities.

According to (Kinoti 2013:14) the resource based theory stipulates that in strategic management the fundamental sources and drivers to organisation's competitive advantage and superior performance are mainly associated with the attributes of their resources and capabilities. Louw and Venter (2014:24) on the other side define resource based theory as a theoretical perspective for understanding how competitive advantage is achieved in an organisation and how it is sustained over a period of time; and that this view assumes that

organisations are conceptualized groupings of resources that are heterogeneously distributed across the organisation and persist over time.

Grant (1991:116) defines resources as the inputs into the production process that includes items of capital equipment, skills of individual employees, patents, brand names, finance, and many more; and are differentiated from capability wherein the latter denotes to the capacity for a team of resources to perform some task or activity. Traffic stations as organisations too, require some resources and capabilities in order to meet their objectives. Amit and Shoemaker (1993) in (Tokuda 2005:130) define resources as stocks of available factors that are owned or controlled by the firm which are converted into final products or services.

Similarly, Barney (1991:101) defines resources as all assets, capabilities, organisational processes, firm attributes, information, knowledge, etc., controlled by a firm that enable the firm to conceive and implement strategies that improve its efficiency and effectiveness.

Louw and Venter (2008:154) distinguished the following three types of resources:

Tangible assets: these are assets that appear on the balance sheet of the organisation and they include; property, equipment and many more. Traffic stations require tangible assets such as the buildings from which to operate, patrol vehicles, speed measuring equipment; and related assets to enable them to implement the NREP.

Intangible assets: these refer to the intellectual and knowledge based resources, and may include resources such as brands, corporate systems and client data base. Traffic vehicles have to be branded as this helps to deter motorists from reckless driving; while corporate systems include the traffic management systems and the Natis system used to capture vehicle and driver information.

Human resources: Grant (2002) in Venter (2008:155) suggests human resources as one of the categories of resources that provide productive service through the application of individual skill, knowledge, learning abilities and thinking abilities. The implementation of the NREP in relation to human capital/resources will depend more on the employment practices used in the traffic departments. Mello (2014:4-5) sites two types of employment practices with which management can use in order to achieve its main objective; and are as follows:

- The spoils system:

This is the type of employment practice where politicians employ officials who are loyal to the political party in power where qualification, skill, capability, potential, experience and

knowledge are disregarded; and instead, political affiliation is put upfront. The system is characterized by administrative inefficiency that the management of traffic stations within the Capricorn District should safeguard when implementing the NREP. In Sierra Leone, the police force was dominated by this system where it was so politicized that police officials connected to politicians enjoy impunity, persecution of those lacking connections; the recruitment is based on political affiliation and is of a poor quality. (Robins 2009:2).

- The Merit system:

The system was developed to counter the spoils system of employment. This system is characterized by the recruitment of qualified and capable employees. Vacancies in this system are advertised to allow potential candidates to compete. Employees are promoted on merits rather than on favoritism or political affiliation. This is the type of employment practice that the management of traffic stations in the Capricorn district can adopt in order to realize the objective of the NREP.

Haberberg & Rieple (2008: 285) define resources as anything that a firm has or has learned to do, which enables it to conceive and implement strategies that improve efficiency and effectiveness; and must either be strategic; threshold or both. Strategic resources are those that provide significant benefits to the organisations strategic position while threshold resources are those not strategic but can help the organisation to meet the criteria for its survival and such resources must be:

- valuable- must make acceptable difference to the organisation's cost or its capacity to adapt the innovative
- Inimitable- must be difficult for other organisations to copy or acquire
- Substitutional- no other organisations or firm can implement the same service.

Traffic services is only rendered by traffic officers appointed in terms of Section 3 of the National Road Traffic Act, and the function is conferred to both National, Provincial and Municipalities as enshrined in terms of chapter 4 of the Constitution of the Republic of South Africa.

Amit and Shoemaker (1993) in (Tokuda 2005:130) define capability as the firm's capacity to deploy resources in combination using organisational processes to produce a desired effect.

In addition to this definition, Kozlenkova, *et al* (2013:5) view capabilities as the subsets of the firm's resources which represent an organisationally embedded non-transferable firm's specific resource whose purpose is to improve the productivity of other resources possessed by the organisation.

Resource based theory is supported by performance management within an organisation to ensure that monitoring is in place to measure performance against the organisational objectives. Aguinis (2013:20) defines performance management as a continuous process of identifying, measuring and developing performance in an organisation by linking each individual's performance and objectives to the organisation's overall mission and goals.

Ying Ying (2012:8) notes that performance management system in an organisation address employee performance that does not meet expectations, opportunities for employee development are identified, employees receive ongoing information about how effectively they are performing relative to expectations, that employees have a clear understanding of the quality and quantity of work expected from them and that it ensures that awards and salary increases based on employee performance are distributed accordingly.

2.10.2. Contingency theory

According to Islam and Hu (2012:1), contingency theory is an approach to the study of organisational behaviour in which explanations are given as to how contingent factors such as technology, culture and external environment influence the design and function of the organisation, with an assumption that no single type of organisational structure is equally applicable to all organisations. Van der Waldt (2016:33) asserts that contingency theory centers around the idea that the organisational structures and control systems which a manager chooses depend on the dynamics and characteristics of the external environment in which the organisation operates, that assumes that there is no single best way to manage.

Luthans and Stewart ((2017:183) on the other hand found contingency approach as generically situated in orientation, and defined it as identifying and developing functional relationships between environmental, management and performance variables. Hendry (2007:3) supports the statement by saying that contingency theory is based on the premise that the form of an organisation is contingent upon the kind of technology it employs or upon the environment in which it operates; and that effective performance depends upon achieving some specifiable congruence between organisational forms and either, or both, of these limiting forces.

Khan *et al* (2016:3) also contend that in contingency theory, there is no leadership style which is precise as a stand-alone as the leadership style used is reliant upon the factors such as; quality, situation of the followers on a number of other variables; and further that there is no single right to lead because the internal and external environment require the leader to adapt to such situation. According to Stacey (1967: 177), the development of contingency theory was a reaction against the idea that there is one last way in management, and that at the time it was developed it was a scientific management. Haberberg & Rieple (2008: 323) note that contingency theory holds that organisations structures and behaviours are determined in predictable ways by their circumstances, and performance will suffer if structures differ from norms.

According to Stacey (1996:128-129), contingency theory of Vroom and Yetton presents a variety of leadership styles from the highly autocratic to participative; which requires the buy-in or acceptance by subordinates. Van der Waladt (2016:64) further states that the organisational process is contingent upon external and internal stimuli; and upon the degree of freedom of states within the system allowed by the organisational constraints.

Contingency theory regards the design of an effective organisation as necessary having to be adapted to cope with the contingencies which derive from the circumstances of environment technology, scale, resources and other factors in the situation in which the organisation is operating.

2.11. Conclusion

The chapter outlined the synopsis and overview of the National Rolling Enforcement Plan, literature review that covered some of the most important aspects relevant to the study. It is this chapter that helps the researcher to identify some of the most important factors that management in the Traffic Law Enforcement environment should consider when thinking of implementing the plan; and those factors that other literatures from different countries found to be the barriers or obstacles in plan implementation, and how they dealt with them to ensure that the plan answers the problem identified. The chapter further highlighted the importance of plan implementation, the role of employee participation in plan implementation, legislations that guide the implementation processes in traffic law enforcement environment, and the theories underlying plan implementations.

Reviews of literatures from various authors were also presented in this chapter. The next chapter will focus on research methodology the researcher used to conduct the study.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. Introduction

The chapter focuses on the relevance of methodology when conducting research and it entails the most important aspects which include methodology, the area of study, research design, data collection methods, as well as the ethical considerations covered in the code of ethics of the University of Limpopo. The chapter will also provide an explanation as to why the researcher chose to use the specific methods and tactics to convince the reader.

3.2. Methodology

Methodology is defined by Babbie and Mouton (2010:4) as the science of finding out. Welman *et al.* (2006:2) defines research as the process that involves obtaining scientific knowledge by means of various objective methods and procedures.

3.2.1. Research design

Kumar (2012:396) defines research design as a procedural plan that is adopted by the researcher to answer questions validly, objectively, accurately and economically; and to answer questions that would determine the path the researcher is proposing to take for a research journey; and a set of procedures that guide the researcher in the process of verifying a particular hypothesis and excluding all other possible hypothesis or explanation. Research design is a framework used for data collection and data analysis. The researcher chose the mixed method of research as the study combines research techniques from qualitative and quantitative research designs to collect and analyze the data collected from the participants. Bryman (2012:713) notes the mixed method of research is the method that combines both qualitative and quantitative research designs. Quantitative is expressed numerically while qualitative is expressed in words.

PHASE 1: QUANTITATIVE APPROACH

3.2.2. Location of the study

The study area is located in the Capricorn District of the Limpopo Province, the district within which the Capital City of the is located (Polokwane). The Department of Transport in Limpopo Province is made up of five (5) districts within which there are provincial and municipal traffic stations. These districts are; Capricorn, Waterberg, Sekhukhune, Vhembe and Mopani. Capricorn which is the area under study consists of the following traffic stations: Lebowakgomo, Lepelle-Nkumpi, Polokwane Provincial, Polokwane Municipality, Sekgosese, Dendron, Molemole Municipality and Blouberg Municipal Traffic stations. The focus area of study is Polokwane Municipal Traffic and Polokwane Provincial Traffic Stations.

3.2.3. Target and Study population (quantitative)

The study population of this research is defined to include Traffic Officers and Traffic Managers from Polokwane Municipality and Polokwane Provincial Traffic Stations, and are accessible to the researcher. Study population is defined by Bless *et al* (2016: 394) as a complete set of events, people or things to which the research findings are to be applied. According to Babbie and Mouton (2010:174), study population is that aggregation of elements from which the sample is actually selected.

The study population under this study is 198 traffic officers and managers respectively from Polokwane Municipality and from Polokwane Provincial Traffic Station (103 from the municipality and 95 from the Province).

3.2.4. Sample and Sample Size (quantitative)

Sample

Sample is defined by Kumar (2012:397) as a subgroup of population which is the focus of the research enquiry and is selected in such a way that it represents the study population and is composed of a few individuals from which the researcher collects the required information. Bless *et al* (2016: 395) defines a sample as a group of elements drawn from the population that is considered to be representative of the population, and which is studied in order to acquire some knowledge about the entire population. Bryman (2012:197) notes that the

decision about sample size is not a straightforward one, but depends on a number of considerations with no definite answer. According to Ritchie *et al.* (2014:120) the identification of what or who is to be sampled is the first stage in sample design.

Sample size

Out of a total population of 198 traffic officers and managers respectively, 158 traffic officers and managers respectively from both the Polokwane Provincial and Polokwane Municipal traffic stations responded to the questionnaires.

3.2.5. Sample procedure

The researcher used purposive non-probability sample procedures in conducting the study:

Purposive sampling

Because the researcher wants to investigate the implementation of the NREP which is a plan to promote road safety and to reduce accidents in the South African roads, the relevant participants or respondents in this instance are Traffic Officers hence selecting this sample process. Expert sampling type of purposive sampling was used in conducting the study. Leedy and Ormrod (2010:212) assert that people or other units are chosen as the name implies for a particular purpose on those who represent diverse perspective on the issue. Maree (2012:178) adds that purposive sampling is used in special situations where the sampling is done with a specific purpose. Separate questionnaires for traffic officers and for traffic managers were designed to determine their involvement and participation in the study of investigating the implementation of the NREP, and responded as follows:

- 74 questionnaires from Polokwane Municipality Traffic Officers
- 10 questionnaires from Polokwane Municipality Traffic Managers
- 63 questionnaires from Polokwane Provincial Traffic Officers
- 11 questionnaires from Polokwane Provincial Traffic Managers

3.3. Method of data collection: Quantitative method

Questionnaire

Questionnaire is a tool designed to collect data from the participants. The researcher used a structured questionnaire to collect data from traffic officers and traffic managers from the

traffic stations under study. Kumar (2012:394) notes that the respondents in questionnaires read the questions, interpret what is expected and then write down the answers.

The questionnaire for both traffic officers and traffic managers consist of the following sections:

- i) Section "A", has six (6) questions and is about getting to know the participant.
- ii) Section "B", has four (4) questions for traffic officers and six (6) for questions and seek to understand the extent to which the participant agrees with the structured statements
- iii) Section "C", has seven (7) questions about whether Traffic Officers participate in plan development
- iv) Section "D", has two (2) questions about Management and Administration function within the participant's organisation
- v) Section "E", has four (4) questions about whether Traffic Officers are provided with sufficient tools of work
- vi) Section "F", has four (4) questions to establish whether there are sufficient Traffic Officers to implement the NREP
- vii) Section "G", has five (5) questions to test the understanding of Traffic officers about road safety and accident reduction
- viii) Section "H" has three (3) questions to establish whether Traffic officers participate in community development
- ix) Section "J" has seven (7) questions on Human Resource functions
- x) Section "K" has two (2) questions on road safety awareness.
- xi) Section "L" seeks to check if there is anything the participant wishes to add regarding the implementation of the NREP

3.4. Overcoming questionnaire limitations

180 questionnaires were handed to the respective Traffic Chiefs who distributed them to traffic officers and traffic managers, and were collected from the same traffic chiefs after a week. A consent form was also distributed (appendix "D". Only 158 responded to the questionnaires.

3.5. Data analysis methods

Quantitative data collected from the participants through the use of questionnaires was coded to reduce subjective bias; and was put into the SPSS version 16 software for analysis.

3.6. Validity and reliability of the questionnaire

It is important for the researcher to be able to demonstrate the appropriateness, accuracy and the quality of procedures used to find answers from the participant. According to Kumar (2012:177-178) the concept of appropriateness and accuracy applied in research process is called validity. Leedy and Ormrod (2010:28) define validity as the extent to which the instrument measures what it is intended to measure, while De Vos *et al* (2000:166) define validity as the instrument used to measure the concept in question and its accuracy. The researcher used face and content validity to measure the appropriateness and accuracy of the questionnaires. Kumar (2012:180) notes that in face validity, each question or item on the research instrument must have a logical link with the objective of the study; and referred the assessment of the items of the instrument as content validity. The researcher used the structured questionnaires on a Yes or No.

Maree (2012:8) notes that reliability in research has to do with the consistency or repeatability of a measure or an instrument such as questionnaire. Supportedly, Leedy and Ormrod (2010:93) assert that the reliability of a measurement instrument is the extent to which the instrument yields consistent results when the characteristic being measured hasn't changed; while Kumar (2012:396) defines reliability in research as the ability of a research instrument to provide similar results when used repeatedly under similar conditions.

PHASE 2

QUALITATIVE ENQUIRY

FOCUS GROUPS

Focus group was used to collect data from the participants. Focus group is a qualitative technique used to collect information from the participants. Wellman *et al* (2005:201) say that a focus group should consist of a small number of individuals drawn together for the purpose of expressing their opinions on a specific set of open questions. The researcher used the focus group technique to try and learn from the participants/respondents more about the

reasons for the problems and their opinions towards solving them. Focus group is defined by Nishishiba *et al* (2014:102) as a research technique used to collect qualitative data from several individuals at once through group interaction on the topic determined by the researcher. Babbie (2010:322) indicates that a focus group is made up of 5 to 15 people who are brought together in a private, comfortable environment to engage in a guided discussion of some topic.

According to Bless and Higson-Smith (2000:110) participants in a focus group are able to discuss the issues in question with each other where one’s ideas may set off a whole string of related thoughts and ideas in another person, and where one person disagrees with the remarks of another, this gives the whole group an opportunity to explore the disagreement in detail by producing a deeper understanding of the problem; and this ultimately provides the participants with an opportunity to learn from each other and to come up with possible solution to the problem as identified by the researcher.

3.7. Target and Study population (qualitative)

The target population for focus group interview was 15 traffic officers from each traffic station under study but only 13 responded from the province and 6 from the municipality. Babbie (2010:322) indicates that a focus group is made up of 5 to 15 people who are brought together in a private, comfortable environment to engage in a guided discussion of some topic.

3.8. Sample size (qualitative)

In this study, two focus groups were conducted. One with the Provincial Traffic Officers and the other with the Municipal Traffic Officers. Both meetings were held in their respective traffic offices. Table 3.1 provides specific details on the number of participants in each of the two groups.

Table 3.1: Focus group participants

	TRAFFIC OFFICERS	PARTICIPANTS
1	Provincial	13 members
2	Municipality	06 members

3.9. Interview guide

Interview guide is a systematic and itemized list of important issues or pattern developed by the researcher before the interview as a guiding tool to direct the conversation towards the subject under study; and the issues the researcher wants to establish. The researcher developed the interview guide and was structured as follows:

- i) Introduction: in this section, the researcher introduced himself and the scribe and distributed a structured questionnaire with demographic questions to know the age, gender and their years of experience in the field under study.
- ii) Process outline: the researcher checked if amongst the members there were those who previously participated in the focus group, and explained how the interview was to be conducted, encouraged participants to participate freely and that no answer is wrong in the discussion.
- iii) The facility and the logistical: the researcher asked the participants to relax, feel at ease, introduced to smoking area and bathrooms; and that the interview would last for one to one and half hour; and also that participants should participate freely without fear.
- iv) House rules: participants were encouraged to formulate ground rules that would make them feel free, to participate without any fear, to switch off or set the cell phones on silent to avoid disturbances, that the information shared will be kept confidential, and also that the conversation will be recorded
- v) Engagement time: Members were asked if they had questions before the start of the interview, the recorder was set on, questions and engagements continued.
- vi) End of discussions: participants were informed of the last question, the tape was switched off, and were thanked for their robust engagements and for the information supplied.

The questions were divided into ten (10) sections and were structured as follows:

- i) Section 1 has three (3) questions based on the existence and understanding of the NREP
- ii) Section 2 has two (2) questions based on the objectives of the NREP

- iii) Section 3 has four (4) questions based on the existence and understanding of the NREP
- iv) Section 4 has three (3) questions on pedestrian enforcement
- v) Section 5 has three (3) questions on road safety education and awareness

- vi) Section 6 has 4 questions on the enforcement of moving violations

- vii) Section 7 has three (3) based on the availability of tools and equipment

- viii) Section 8 has seven (7) on human resource management

- ix) Section 9 has only one question to test if there are challenges and how they could be improved

- x) Section 10 has one question to find out if there is anything to add.

3.10. Qualitative data analysis

Data collected through focus group was analyzed by means of conversational analysis. The researcher used this technique to assess the understanding of the research questions by the participants. The conversation is recorded and transcribed. According to Bryman (2012:710) conversation analysis is concerned with uncovering the underlying structures of talk in interaction; and as such with the achievement of order through interaction.

3.11. Validity and reliability (Qualitative)

The researcher developed the research guide (3.9) and used it to provide direction during the interview process, the conversation was recorded and transcribed. A consent form was also distributed to the participants (appendix "D").

3.12. Conclusion

The chapter outlined the methodology used by the researcher in conducting the study. Research design, sample size, sample procedure that indicates the number of participants and the locality are presented in this chapter. The interview guide is explained in detail in this chapter. Qualitative research technique was used through focus group while quantitative method was used through structured questionnaires to collect data. The researcher further explained the study area, the location of study, target population, data collection methods, validity and reliability of questionnaires; and data analysis methods.

CHAPTER 4

FINDINGS AND ANALYSIS OF RESEARCH ON THE INVESTIGATION OF THE IMPLEMENTATION OF THE NATIONAL ROLLING ENFORCEMENT PLAN

4.1. Introduction

This chapter introduces the demographic characteristics of the research participants followed by the presentation of the survey findings on whether the NREP does exist in Traffic Authorities, whether the participants are aware of the existence of the National Rolling Enforcement Plan, the existence of the operational plans towards the successful implementation of the NREP, objectives and the surrounding activities in the implementation of the plan. This will be followed by the discussion drawn from the findings through questionnaires and the focus group interview conducted; and lastly data analysis. A sequential explanatory approach will be used in analyzing data; and the starting point will be quantitative followed by qualitative.

4.2. Quantitative result – traffic officers

DEMOGRAPHIC CHARACTERISTIC

Table 4.1 presents the participants drawn from Polokwane Provincial Traffic Station and Polokwane Municipal Traffic Station. The majority of the participants are from Polokwane Municipality and they constitute 53% of the total participants and 47% are from the province.

Table 4.1. Participants of Traffic Stations

Station	Frequency					Percentage
	Traffic Officers		Traffic Managers			
	No	%	No	%	Total	
Polokwane Provincial Traffic Police	63	46%	11	52%	74	47%
Polokwane Municipal Traffic Police	74	54%	10	48%	84	53%
Total	137	100%	21	100%	158	100%

The recruitment of traffic officers is not restricted to a particular gender group. 44% of the total participants as illustrated on table 4.2 are females; while 56% are males. The majority of female participants are from Polokwane municipality which constitutes 46% as compared to 41% of Polokwane Provincial Traffic Station.

Table 4.2. Gender of traffic officers

Gender	Frequency					
	Provincial Traffic officers		Municipal traffic officers		Total	Percentage
Male	37	59%	40	54%	77	56%
Female	26	41%	34	46%	60	44%
Total	63	100%	74	100%	137	100%

Table 4.3 presents the age category of participants from both traffic stations under study. The majority of the participants or traffic officers constituting 79% are from Polokwane Provincial traffic station and are aged between 30 and 49 years; while in Polokwane Municipality, the majority that constitutes (96%) are aged between 30 and 59 years. Of interest, only 1% of the participants is aged between 18 and 29 years in Polokwane Municipality which indicates serious need for the youth traffic officers to be recruited. At least in the province, 6% of the participants are the youth aged between 18 and 29 years, which still needs an attention.

Table 4.3 Age of traffic officers under study

	Frequency					
	Provincial		Municipal		Total	Percentage
18-29 years	4	6.3%	1	1.35%	5	3.64%
30-39	22	35%	13	17.56%	35	25.54
40-49	28	44.4%	38	51.35%	66	48.18%
50-59	9	14.3%	21	28.37%	30	21.9%
60+	0	0	1	1.35%	0	.73%
Total	63	100%	74	100%	137	100%

The result of the data collected with regard to the years of experience of officials under study indicated a total of 79% which is the majority of the participants from Provincial Station having work experience of between 6-15 years, while in Polokwane Municipality the majority is 78%

with the years of experience ranging between 6 and 20 years as illustrated on table 4.4. This table further indicates that during the past five years; the Municipality only recruited 3% while the province recruited 9% of traffic officers under study.

Table 4.4 Years of experience

Years	Frequency					
	Provincial traffic officers		Municipal traffic officers		Total	Percentage
1-5	6	9.52%	2	3%	8	6%
6-10	26	41.26%	14	19%	40	29%
11-15	24	38.09%	29	39%	52	38%
16-20	1	1.58%	15	20%	16	12%
21-25	5	7.93%	8	11%	13	9%
26-30	0	0%	6	8%	6	4%
31+	1	1.58%	0	0	1	.73
Total	63	100%	74	100%	137	100%

The minimum qualification requirements for one to become a Traffic Officer is Grade 12 (Matric) with no specific subjects (RTMC 2018:5). Table 4.5 presents the qualification categories of the participants. The results show that 47% and 38% from Polokwane Municipality participants have Diploma and Under Graduate Degrees respectively; while in Polokwane Provincial Traffic station the majority 43% matric certificate and 51% have diploma qualifications.

Table 4.5 Qualification of traffic officers under study

	Frequency					
	Provincial		Municipal		Total	Percentage
Matric	27	43%	4	5%	31	22%
Diploma	32	51%	35	47%	67	49%
Under Graduate Degree	2	3%	28	38%	30	22%
Post Graduate Diploma	2	3%	3	4%	5	4%
Post Graduate Degree	0	0	4	5%	4	3%
Total	63	100%	74	100%	137	100%

Table 4.6 indicate that 76% of the total participants are aware that the NREP does exist within their organisations. The results show that 100% of the Polokwane Provincial Traffic station participants are aware of the NREP, while only 55% from Polokwane municipal Traffic Station is aware and know what the NREP is all about. It is expected that all traffic officers to know about the NREP. 74% of the participants indicate that they are aware of the objectives of the NREP while 24% are not aware of these objectives. The majority of those who are aware of these objectives are from the province constituting 100% and only 51% from the municipality are aware of these objectives. The 100% majority from the Polokwane Provincial who indicated that the NREP is implemented within their organisation is supported by the result of the focus group interview conducted with the traffic Officers from the province who indicated their awareness of the Plan, the objectives of the plan; and also that their activities are guided by the NREP. One specific participant responded as follow:

Specific respondent:

“the National Rolling Enforcement Plan is a directive/ marching order instructed from the National department of Transport to Provinces, whereby the National Department of transport was instructed through the IDP which is the mother to the NREP, and it is divided into the number of traffic stations in the province. whereby the number of traffic stations in the province will give directions to all Municipalities to say this is how we are going to work to match the Orders of the National Department of Transport”.

Second specific respondent:

The NREP is a directive from the National Department of Transport to law enforcement significantly to minimize road accidents, for we and the provincial stations we establish themes for operations so that the objective to reduce accidents is achieved, and these themes include alcohol, speeding, road block, multidisciplinary joint operations with other law enforcement, selective law enforcement”.

72% of the participants from the municipality indicated that their activities are not guided by the NREP. This was collaborated by the participants from the focus group interview from Polokwane Municipal traffic officers who participated in the interview that their daily activities are agreed upon from the parade after being informed by what was observed from the previous day.

Table 4.6. Awareness of the existence of the National Rolling Enforcement Plan.

		Frequency					
		Provincial		Municipal		Total	%
I am aware of the existence of the National Rolling Enforcement Plan in my organisation.	Yes	63	100%	41	55%	104	76%
	No	0	0	33	45%	33	24%
I know what the NREP is all about	Yes	63	100%	41	55%	104	76%
	No	0	0	33	45%	33	24%
I am aware of the NREP objectives	Yes	63	100%	38	51%	101	74%
	No	0	0	36	49%	36	26%
Our general activities are guided by the NREP	Yes	63	100%	21	28%	84	61%
	No	0	0	53	72%	53	39%

The result from the participants as per table 4.7 illustrates that only 59% of the total participants indicate that their organisations do develop operational plans and the traffic officers are participating in the development of these plans. It is very interesting to note that all participants from the Province (100%) indicate their participation in plan development, while respondents on the focus group interview with traffic officers from the province indicated that they don't participate in plan development, but are only given the plan to implement. These results were collaborated by the findings from the focus group discussions with traffic officers from the Municipality, who indicated that their management just come with their own plans and instructs them to implement without having to get their by-ins.

Participants from the Municipality constituting 76% indicate that their operational plans are not guided by the NREP and further that they are not afforded the opportunity to participate in plan development. Table 4.7 further presents 65% of the total respondents indicating that their inputs are taken into cognisance when developing the plans. 100% from the Province still indicate that their inputs are taken seriously in plan development while 65% from the Municipality indicate that their inputs are not considered when developing plans. To support the response from the Province, the participants in the focus group interview with the provincial traffic officers gave an example of one accident at Mopani District on the R81 where 24 people lost lives, and the senior management requested them to investigate what the cause of the accident should have been, and they investigated and provided their

management with the report findings; and through observations they could see that their recommendations were considered and were brought down for implementation. This included the 24-hour traffic service over the weekend (from Friday to Sunday) and it was implemented.

80% of the respondents from the Municipality indicate that their management is not providing statistics of performance that include the tickets/fines issued as well as the accident statistics they recorded. This is supported by the 100% response from managers as per table 4.18 that they are not providing traffic officers with statistics of their performance. This statement is also supported by participants from the focus group interview with the Municipal and Provincial Traffic Officers on separate interviews who indicated that they are not provided with the statistics of the fines they issued as well as the accidents they recorded. Only traffic officers from the province on focus group interview indicated that the management only discuss accidents at specific areas and encourage them to intensify law enforcement.

Table 4.7. reflects 72% of the total participants indicating that their management and supervisors are competent in the implementation of the NREP. Of interest, all the participants from the Provincial Traffic Stations (100%) indicate that management and supervisors are competent in implementing the NREP.

It is expected from all Traffic officers to be ethical at all times in the performance of their duties. The overwhelming majority constituting 95% of the total participants indicate that they do care about their profession and that they are ethical when executing their traffic duties.

Table 4.7: Awareness of the existence of the operational plans

		Frequency					
		Provincial		Municipal		Total	%
My organisation has developed operational plans towards the successful implementation of the NREP	Yes	63	100%	18	24%	81	59%
	No	0	0%	56	76%	56	41%
Traffic officers participate in the development of operational plans aimed towards the implementation of the NREP.	Yes	63	100%	18	24%	81	59%
	No	0	0%	56	76%	56	41%
Management takes my inputs into consideration when developing operational plans.	Yes	63	100%	26	35%	89	65%
	No	0	0%	48	65%	48	35%
Management provide us with statistical reports of our performance	Yes	63	100%	15	20%	78	57%
	No	0	0%	59	80%	59	43%
Managers/supervisor are competent in implementing the operational plans	Yes	63	100%	36	49%	99	72%
	No	0	0%	38	51%	38	28%
Traffic officers are expected to be ethical when engaging with the public	Yes	63	100%	67	91%	130	95%
	No	0	0%	7	9%	7	5%
Traffic officers are warned from participating in bribe and corruption activities.	Yes	63	100%	59	80%	122	89%
	No	0	0%	15	20%	15	11%

The results from all participants as per table 4.8 as well as the responses from traffic officers who participated on two different focus group interviews indicated that they are not enforcing pedestrians on the public road. Participants in the focus group interview with the Provincial Traffic Officers indicated that some of the reasons why they don't enforce pedestrians include the judicial system where they allege to be referred back and get told that they are prioritizing the nature of crimes, the silence of charge books on pedestrians; and insufficient knowledge of handling pedestrians on the public roads.

Table: 4.8. Pedestrian enforcement

		Frequency					
		Provincial		Municipal		Total	%
Traffic officers write fines to pedestrians crossing the road at non-designated areas	Yes	63	100%	41	55%	104	76%
	No	0	0	33	45%	33	24%
I arrest pedestrians found to be intoxicated on the public road.	Yes	63	100%	41	55%	104	76%
	No	0	0	33	45%	33	24%

Conducting road blocks is one of the most important function that Traffic Officers have to perform in order to reduce road accidents and the promotion of road safety. 99% of the total participants as reflected on table 4.7 indicates that they do conduct road blocks. Almost all participants as reflected on table 4.9 indicate that they perform road side checks on motor vehicles.

Table 4.9. Road block and road side vehicle and driver inspections

		Frequency					
		Provincial		Municipal		Total	%
We conduct road blocks	Yes	63	100%	74	100%	137	100%
	No	0	0	0	0	0	0
We conduct road side vehicle and driver checks	Yes	63	100%	74	100%	137	100%
	No		0	0	0	0	0

For traffic officers to render efficient traffic services they require adequate tools and equipment. Tools and equipment in traffic law enforcement include amongst others; the breathalyzer, two-way communication radios, patrol cars, emergency kits; etc. The majority of the respondents (72%) say that their respective organisation do provide them with the necessary tools and equipment to render efficient traffic services.

Almost all participants from both the Municipality and the Province (97%) indicate that they have adequate patrol vehicles to render traffic services. 94% of the participants indicate that

their patrol vehicles are well maintained. This means that both the institutions are well resourced when it comes to patrol vehicles. Breatherliser is one of the tools each Traffic Officer should carry when executing traffic laws. Almost all applicants from the Province (97%) have breatherliser test equipment at all times, while 57% from the Municipality indicate that they are not provided with breather test equipment all the times.

Table 4.10. Provision of tools and equipment

		Frequency					
		Provincial		Municipal		Total	%
Traffic officers are provided with tools and equipment for monitoring traffic infringement.	Yes	63	100%	34	46%	97	71%
	No	0	0	40	54%	40	29%
Traffic officers have adequate operational vehicles	Yes	63	100%	71	96%	134	98%
	No	0	0	3	4%	3	2%
Traffic patrol vehicles are well maintained	Yes	61	97%	68	92%	129	94%
	No	2	3%	6	8%	8	6%
We always have our breathalyser kits	Yes	61	97%	32	43%	93	68%
	No	2	3%	42	57%	44	32%

Section 59 (4)(a) of the National Road Traffic act provides that no person shall drive a vehicle on a public road at a speed in excess of the general speed limit. 100% of the total participants as reflected on table 4.11 indicates that they do conduct speed checks and side road checks. 98% of the total participants indicate that they are enforcing unsafe overtaking on the public road, which is in compliance with the National Road Traffic Act, 93 of 1996.

Table 4.11 shows that 100% of the participants comply with the directive of the NREP by issuing fines to those motorists who disobey the road traffic signs. Section 64 (1) of the National Road Traffic Act, Act 93 of 1996 provides that “if any person drives a motor vehicle on a public road recklessly, or at a speed or in a manner which is dangerous to the public, having regard to all the circumstances of the case, shall be guilty of an offence”. 95% of the

participants as reflected on table 4.11 indicates that they do enforce and issue traffic fines to the motorists who drive recklessly and inconsiderately on the public roads.

Table 4.11. Enforcement of moving violations

		Frequency					
		Provincial		Municipal		Total	%
We enforce following distance on moving vehicles	Yes	62	98%	59	80%	121	88%
	No	1	2%	15	20%	16	12%
We conduct vehicle speed measuring	Yes	63	100%	74	100%	137	100%
	No	0	0	0	0	0	0
We enforce unsafe overtaking	Yes	63	100%	71	96%	134	78%
	No	0	0	3	4%	3	2%
We fine motorists who disobey traffic signs	Yes	63	100%	74	100%	137	100%
	No	0	0	0	0	0	0
We fine motorists who drive recklessly, negligently and inconsiderately	Yes	62	98%	68	92%	130	95%
	No	1	2%	6	8%	7	5%

The results on table 4.12 indicates that 91% of the total traffic officers who participated in the study are involved in public participation towards road safety.

Table 4.12. Road Safety awareness

		Frequency					
		Provincial		Municipal		Total	%
I am involved in public participation towards road safety	Yes	61	97%	63	85%	124	91%
	No	2	3%	11	15%	13	9%

Poor roads infrastructure is one of the contributing factor to traffic collisions. 58% of the total participants as reflected on table 4.13 indicate that the roads are well maintained. It is Polokwane Municipality alone that indicates that roads are not well maintained.

Table 4.13. Hazlocs on public roads

		Frequency							
		Provincial		Municipal		Total	%		
Road users are misbehaving on public roads	Yes	63	100%	70	95%	133	97%		
	No	0	0	4	5%	4	3%		
Roads are well maintained	Yes	58	92%	22	30%	80	58%		
	No	5	8%	52	70%	57	42%		

Figure 4.1 of the pie-chart and table 4.12 present the response of the total participants on the misbehavior of road users as follows:

97% of the total respondents indicate that road users are misbehaving on the public roads while; only 3% of the total respondents indicate that road users are not misbehaving on the public roads.

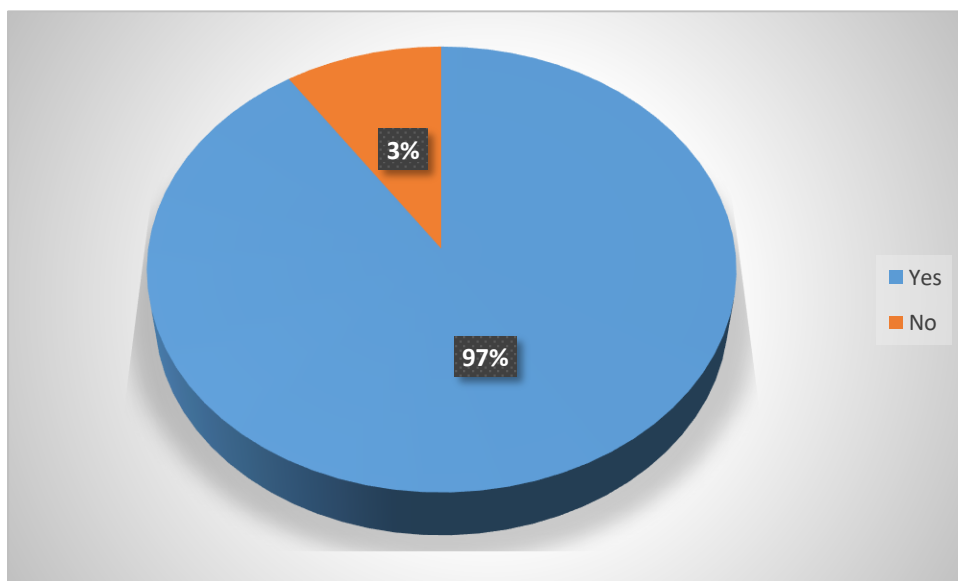
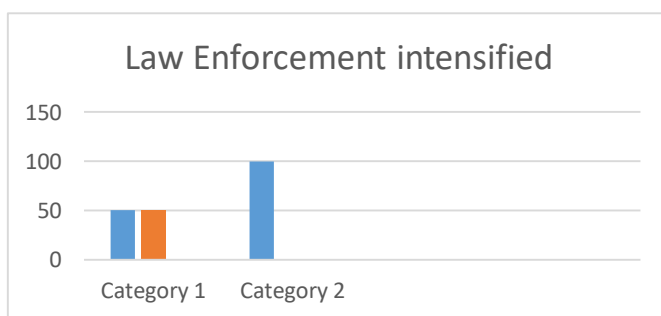


Figure 4.1: Road users are misbehaving on the public roads

Graph 4.1 below presents the data from the participants as follows:

In order to reduce road traffic accidents, it is required from the traffic stations to intensify traffic law enforcement on the public roads. Graph 4.1 indicates that 73% of the total participants that traffic law enforcement is intensified on the public roads. From the municipality the data collected illustrates half of the participants indicating that traffic law enforcement is intensified while half (50%) are saying that traffic law enforcement is not intensified. Interestingly, 100% of the participants from the Polokwane Provincial Traffic Station indicate that traffic law enforcement is intensified.

Graph 4.1. Law enforcement intensified



Graph 4.1: Category 1 represents Polokwane Municipal traffic and category 2 for Polokwane Provincial Traffic Station

Table 4.14 reflects the following information obtained from the participants:

The result as per table 4.14 shows that 84% of the participants from municipal traffic station say that they are understaffed while 98% from Provincial Station indicates that there are adequate traffic officers to perform traffic law enforcement duties.

Almost half (49%) of the participants from municipal traffic station allege that they are not motivated to perform traffic duties effectively, unlike in provincial station where 98% indicates that they are motivated to perform their traffic duties.

11% of participants from municipal traffic station as indicated on table 4.14 indicate that they don't attend regular training to upskill themselves while 95% of participants from provincial station indicated that they attend regular trainings to be upskilled.

Traffic service is expected to be rendered 24 hours a day, and this is one of the objective of the NREP that all traffic stations in South Africa should provide this service. Table 4.14 shows that 99% of the participants from Polokwane Municipality do not render 24-hour traffic service,

while 100% of the participants from the Provincial Station agree with the statement that they do render 24-hour traffic office.

Table 4.14. Human Resource (HR) (Traffic Officers)

		Frequency					
		Provincial		Municipal		Total	%
Our station has adequate traffic officers	Yes	62	98%	12	16%	74	54%
	No	1	2%	62	84%	63	46%
	No	4	6%	73	99%	77	56%
I understand my role towards reduction of traffic accidents.	yes	63	100%	71	96%	134	98%
	No	0	0	3	4%	3	2%
I am proud of my work.	Yes	63	100%	72	97%	137	99%
	No	0	0%	2	3%	2	1%
I have been adequately trained to perform traffic duties.	Yes	63	100%	68	92%	131	96%
	No	0	0	6	8%	6	4%
I am motivated to perform traffic duties	Yes	62	98%	38	51%	100	73%
	No	1	2%	36	49%	37	27%
I regularly attend training and refresher courses	Yes	60	95%	8	11%	68	49.6%
	No	3	5%	66	89%	69	50.4%

4.3. Quantitative result – traffic managers

Table 4.15 indicates that female traffic managers who responded constitutes 19% of the total participants from both traffic stations; while 81% are males.

Table 4.15. Gender for Traffic Managers

Gender	Frequency					
	Provincial		Municipal		Total	Percentage
Male	10	90%	7	70%	17	81%
Female	1	10%	3	30%	4	19%
Total	11	100%	10	100%	21	100%

Table 4.16 presents 95% of managers aged between 40 and 59 years whereby about 57% alone aged between 40 and 49 years still have 10 years to keep consistency and to transfer skills to the new comers.

Table 4.16 Age group of Traffic Managers

	Frequency					
	Provincial		Municipal		Total	Percentage
18-29 years						
30-39						
40-49	7	64%	5	50%	12	57%
50-59	4	36%	5	50%	9	43%
60+		0		0	0	0
Total	11	100%	10	100%	21	100%

The majority of traffic managers under study (82%) as reflected on table 4.17 are between 11 and 25 years of experience. Of interest 62% are still between 11 and 15 years which is still reasonable to transfer skill and to contribute more in developing new initiatives to grow their respective departments.

Table 4.17 Years of experience of traffic managers

	Frequency					
	Provincial		Municipal		Total	Percentage
1-5						
6-10						
11-15			6	60%	6	28%
16-20	3	27%	2	20%	5	24%
21-25	6	55%	1	10%	7	33%
26-30	1	9%	1	10%	2	10%
31+	1	9%			1	5%
Total	11	100%	10	100%	21	100%

The majority of the managers from both stations (57%) as illustrated on table 4.18 have diploma qualification while those with under graduate degree constitutes 24% of the total participants. Only 1% of the participants, and is from the municipality has post graduate diploma, and no one with post graduate degree.

Table 4.18 Qualification of traffic managers

	Frequency					
	Provincial		Municipal		Total	Percentage
Matric	3	27%			3	14%
Diploma	6	55%	6	60%	12	57%
Under Graduate Degree	2	18%	3	30%	5	24%
Post Graduate Diploma			1	10%	1	5%
Post Graduate Degree						
Total	11	100%	10	100%	21	100%

Table 4.19 reflects that all traffic managers who participated in the study (100%) indicate that they are aware of the NREP and 95% know what it is all about. 67% of the total traffic managers indicate that there is no cooperation between the Provincial and the Municipal traffic officers in as far as the implementation of the NREP is concerned. The majority of the traffic officers from the Province who participated in the focus group interview indicated that there is no cooperation between the Provincial traffic officers and municipal traffic officers, and sighted an example whereby if the provincial traffic officers find an accident within the municipal jurisdiction, they secure the scene and call the municipality to come and take over the scene, but the municipal traffic officers take time to respond, and if they respond, once they see the provincial traffic vehicle on scene, they make a U-turn and leave the provincial traffic officer on scene.

Table 4.19. Awareness of the existence of the National Rolling Enforcement Plan by Traffic Managers.

		Frequency					
		Provincial		Municipal		Total	%
I am aware of the existence of the National Rolling Enforcement Plan in my organisation.	Yes	11	100%	10	100%	21	100%
	No	0	0	0	0	0	0
I know what the NREP is all about	Yes	10	91%	10	100%	20	95%
	No	1	9%	0	0	1	5%
I am aware of the NREP objectives	Yes	10	91%	7	70%	17	81%
	No	1	9%	3	30%	4	19%
Our general activities are guided by the NREP	Yes	10	91%	7	70%	17	81%
	No	1	9%	3	30%	4	19%
We support the implementation of the NREP	Yes	10	91%	4	40%	14	67%
	No	1	9%	6	60%	7	33%
We submit monthly statistics on tickets issued and accidents recorded to Department of Transport (municipality) We receive monthly statistics on tickets issued and accidents recorded Municipal Traffic Authorities (province)	Yes	7	64%	0	0	7	33%
	No	4	36%	10	100%	14	67%
There is cooperation between the province and Local Authorities in as far as the implementation of the NREP.	Yes	5	45%	2	20%	7	33%
	No	6	55%	8	80%	14	67%

The results of the data collected from traffic managers as per table 4.20 indicate that 48% of the total participants are saying that there are no operational plans developed towards the successful implementation of the NREP. A total of 62% of the traffic managers indicate that traffic officers are given the opportunity to participate in the development of operational plans aimed to the successful implementation of the NREP. Still 80% from the municipality indicate

that traffic officers do not participate while 100% from the province are saying that traffic officers participate in plan development towards the successful implementation of this plan. All traffic managers from the province on table 4.19 indicate that they provide their traffic officers with statistics of the traffic fines issued and accidents recorded, while 100% of the traffic managers from the province indicate that they do provide traffic officers with their statistics of fines they issued.

Table 4.20 Awareness of the existence of the operational plans: Traffic managers

		FREQUENCY						
		Provincial managers		Municipal managers			Total	%
My organisation has developed operational plans towards the successful implementation of the NREP	Yes	10	91%	Yes	1	10%	11	52%
	No	1	9%	No	9	90%	10	48%
Traffic officers participate in the development of operational plans aimed towards the implementation of the NREP.	Yes	11	100%	Yes	2	20%	13	62%
	No	0	0	No	8	80%	8	38%
We take inputs of traffic officers into consideration when developing operational plans.	Yes	11	100%	Yes	7	70%	18	86%
	No	0	0	No	3	30%	3	14%
We provide traffic officers with statistical reports of their performance.	Yes	11	100%	Yes	0	0	11	52%
	No	0	0	No	10	100%	10	48%
We are competent in implementing the operational plans	Yes	10	91%	Yes	5	50%	15	71%
	No	1	9%	No	5	50%	6	29%
We educate Traffic officers to be ethical when engaging with the public	Yes	4	36%	Yes	5	50%	9	43%
	No	7	64%	No	5	50%	12	57%
We warn traffic officers from participating in bribe and corruption activities.	Yes	7	64%	Yes	5	50%	12	57%
	No	4	36%	No	5	50%	9	43%

Table 4.21 presents 76% of traffic managers indicating that they are not instructing traffic officers to fine pedestrians crossing public roads at non-designated areas; and 57%, the majority of which are from the municipality (100%) indicate that they are not instructing traffic officers to enforce and arrest pedestrians found being intoxicated on the public roads.

Table: 4.21. Pedestrian enforcement: Traffic managers

		Frequency					
		Provincial		Municipal		Total	%
We instruct traffic officers write fines to pedestrians crossing the road at non-designated areas	Yes	5	45%	0	0	5	24%
	No	6	54%	10	100%	16	76%
We instruct traffic officers to arrest pedestrians found to be intoxicated on the public road.	Yes	9	82%	0	0	9	43%
	No	2	18%	10	100%	12	57%

Conducting road block and road side vehicle and driver checks is one of the activity traffic officers have to do in a way to prevent accidents and to promote road safety. Table 4.22 indicates all traffic managers from both traffic stations under study (100% respectively) plan and lead road blocks and conduct road side checks on vehicle and driver fitness checks.

Table 4.22. Road block and road side vehicle and driver inspections: Traffic managers

		Frequency					
		Provincial		Municipal		Total	%
We plan and lead road blocks	Yes	11	100%	10	100%	21	100%
	No	0	0	0	0	0	0
We plan and lead traffic officers to conduct road side vehicle and driver checks	Yes	11	100%	10	100%	21	100%
	No	0	0	0	0	0	0

Provision of working tools in the traffic environment is the pre-requisite of traffic management. Table 4.23 shows that the majority of traffic managers (86%) indicate that they provide traffic officers with tools and equipment.

Table 4.23. Provision of tools and equipment: Traffic managers

		Frequency					
		Provincial		Municipal		Total	%
We provide Traffic officers with tools and equipment for monitoring traffic infringement.	Yes	8	73%	10	100%	18	86%
	No	3	27%	0	0	3	14%
We provide Traffic officers with adequate operational vehicles	Yes	7	66%	10	100%	17	81%
	No	4	36%	0	0	4	19%
We maintain Traffic patrol vehicles	Yes	9	82%	10	100%	19	90%
	No	2	18%	0	0	2	10%
We provide traffic officers with breathalyser kits	Yes	8	73%	10	100%	18	86%
	No	3	27%	0	0	3	14%

Table 4.24 indicate that 100% of the traffic managers indicate that they instruct traffic officers to enforce following distance, conduct vehicle speed measurement, enforce unsafe overtaking, fine motorists who disobey traffic fines and those who drive recklessly and negligently respectfully.

Table 4.24. Enforcement of moving violations (Traffic managers)

		Frequency					
		Provincial		Municipal		Total	%
We instruct traffic officers to enforce following distance on moving vehicles	Yes	11	100%	10	100%	21	100%
	No	0	0	0	0	0	0
Traffic officers are instructed to conduct vehicle speed measuring	Yes	11	100%	10	100%	21	100%
	No	0	0	0	0	0	0
Traffic officers enforce unsafe overtaking	Yes	11	100%	10	100%	21	100%
	No	0	0	0	0	0	0
Traffic officers fine motorists who disobey traffic signs	Yes	11	100%	10	100%	21	100%
	No	0	0	0	0	0	0
Traffic officers fine motorists who drive recklessly, negligently and inconsiderately	Yes	11	100%	10	100%	21	100%
	No	0	0	0	0	0	0

The overwhelming majority (100%) of traffic managers indicate that road users are misbehaving on the public roads and that traffic law enforcement is intensified. 95% of these managers indicate that the roads are not well maintained. Table 4.25 refers.

Table 4.25: Hazlocs on public roads (Traffic managers)

		Frequency					
		Provincial		Municipal		Total	%
Road users are misbehaving on public roads	Yes	11	100%	10	100%	21	100%
	No	0	0	0	0	0	0
Roads are well maintained	Yes	1	9%	0	0	1	5%
	No	10	91%	10	100%	20	95%
We intensify traffic law enforcement	Yes	11	100%	10	100%	21	100%
	No	0	00	0	0	0	0

Table 4.26 presents 67% of the total managers who participated in the study indicating that there are no adequate traffic officers to monitor traffic management. 90% of the traffic managers indicate that their institutions are not rendering 24% traffic service. Similar percentage (67%) of traffic managers indicate that managers are not providing training and refresher courses to traffic officers. This is corroborated by 50.4% of traffic officers on table 4.13 where traffic officers indicated that they are not given the opportunity to attend trainings and refresher courses to upskill themselves.

Table 4.26. Human Resource (HR): Traffic managers

		Frequency					
		Provincial		Municipal		Total	%
Our station has adequate traffic officers to monitor traffic management	Yes	7	64%	0	0	7	33%
	No	4	36%	10	100%	14	67%
We are working 24 hour shift to render traffic services	Yes	2	18%	0	0	2	10%
	No	9	82%	10	100%	19	90%
We trained traffic officers to understand their role towards reduction of traffic accidents.	Yes	11	100%	10	100%	21	100%
	No	0	0	0	0	0	0
I am proud of my position as member of traffic management team.	Yes	11	100%	10	100%	21	100%
	No	0	0	0	0	0	0
We provide adequate training to our traffic officers to perform their responsibilities towards accident reductions	Yes	11	100%	2	20%	13	62%
	No	0	0	8	80%	8	38%
I am motivated to perform traffic management functions	Yes	10	91%	5	50%	15	71%
	No	1	9%	5	50%	6	29%
We regularly train and provide refresher training to traffic officers for upskilling and to improve on traffic management skills	Yes	6	55%	1	10%	7	33%
	No	5	45%	9	90%	14	67%

Road safety education and awareness is another important aspect of reducing traffic accidents. The results from the study on traffic managers indicate that 90% of the total participants take initiative to create public awareness on road safety, table 4.26 refers. 57% of the traffic managers indicate that even if they take initiative to create public awareness, their traffic officers are not involved in public participation on road safety. The result from the focus group conducted at provincial traffic station indicated that the overwhelming majority of participants are not involving traffic officers in public participation on road safety. They indicated that there is a dedicated unit of Road Safety coordinated at District level to conduct road safety across the district and is not reporting to specific traffic station. Participants from this focus conducted at Polokwane Provincial traffic station indicated their initiative on road safety awareness is through visible traffic patrol; while participants from the municipality added that their initiative is through their involvement in school safety, child in traffic project, traffic control and visible traffic patrol.

Table 4.27. Road Safety awareness

		Frequency					
		Provincial		Municipal		Total	%
Our offices in initiatives which help to create public awareness on road safety	Yes	9	82%	10	100%	19	90%
	No	2	18%	0	0	2	10%
We involve traffic officers in public participation towards road safety education and awareness	Yes	0	0	9	90%	9	43%
	No	11	100%	1	10%	12	57%

4.4. Qualitative results

DISCRIPTIVE ANALYSIS, FINDINGS AND ANALYSIS DRAWN FROM THE FOCUS GROUP INTERVIEW WITH POLOKWANE MUNICIPAL TRAFFIC OFFICERS:

Two focus group interviews on the investigation of the implementation of the National Rolling Enforcement Plan were conducted in both Polokwane Municipality and Polokwane Provincial Traffic stations, where Six (6) traffic officers from Polokwane Municipality and 13 from the Provincial traffic station participated. The interview guide as outlined in 3.9 was followed when

conducting the group interview. The findings on the focus group interview were presented based on the following themes:

4.4.1. Awareness of the existence of the National Rolling Enforcement Plan:

Because the NREP was developed to be implemented at all traffic stations, it is expected from all traffic officers to be aware of its existence and implementation in their respective stations.

Participants from the Province indicated that the National Rolling Enforcement Plan is implemented in their organisation and defined it as the National matching order that guides all provincial and municipal traffic authorities as what needs to be done to promote road safety and is based on the following themes to be followed by all traffic stations: enforcement of consumption of alcohol by vehicle drivers, speeding, selective traffic law enforcement; and road block with multidisciplinary law enforcement agencies.

Specific response of one participant from the municipality:

“The National Rolling Enforcement Plan (NREP) it’s an annual calendar published to all departments, with different phases for Provincial and Municipality; it’s a guideline in terms of law enforcement as to how we must work; for an example, during October month it will be stated as a transport month, and specify for driver and vehicle fitness according to the month from January to December”.

4.4.2. The objectives of the NREP

It is expected from all traffic officers to know the objectives of the NREP to enable them to function well within the traffic environment. The objectives of the NREP include amongst others the following: enforcement of moving vehicles, road safety awareness, pedestrian enforcement, provision of tools and equipment, operation clean-up; and enforcement of hazlocs on public roads etc.

It was observed during the interview session that the participants were unable to respond to the question where they were required to explain and to mention few of the objectives of the NREP.

One specific participant responded from the municipality as follows:

“the objective of the NREP is to make sure that road users are safe on the road, road safety, drivers comply with the Road traffic act, and the rules of the road”.

One specific participant from the province responded as follows:

“The objective of the NREP is to promote road safety”

4.4.3. The existence of the operational plans towards the implementation of the NREP:

The results from the participants in the focus group interview conducted at the provincial traffic station revealed that there are operational plans towards the implementation of the NREP, but traffic officers are not participating in their developments, and theirs is just to implement as are just given from the management. The respondents from the municipality indicated that their operational plans are not aligned to the National Rolling Enforcement Plan.

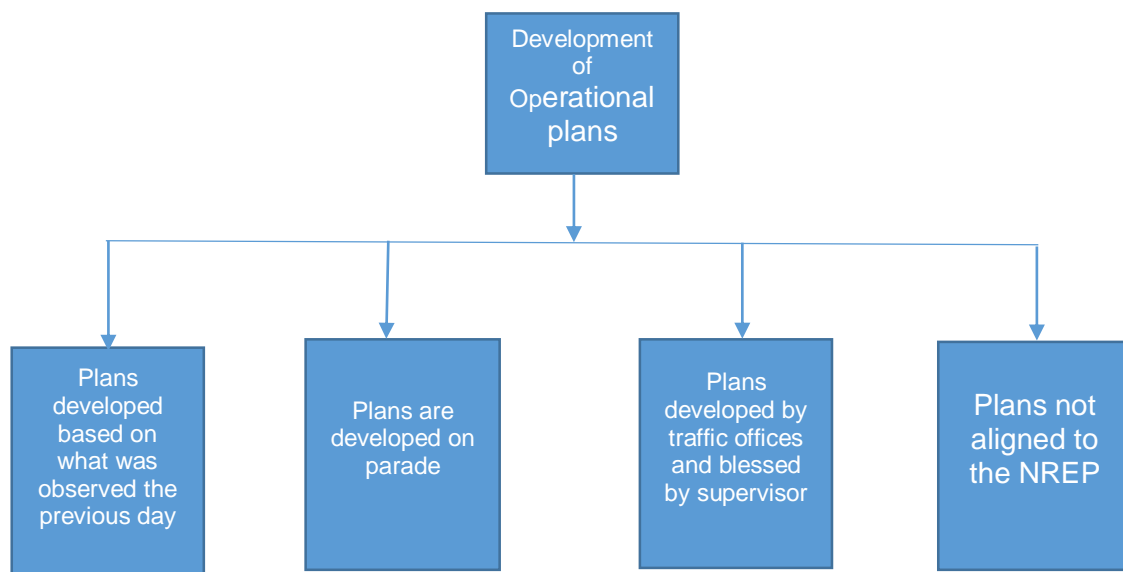
Specific response by the respondent from the municipality:

“Normally we just look at what we normally come across daily and decide on what to check; say today we check on passenger overloading, scholar transport; it gets dictated by what we see daily”.

Second specific respondent from the municipality:

“The plans that we generate daily are not exactly according to the calendar (associated to the NREP). Usually when we are on parade we decide in that morning or afternoon that we are going for overloading, and the Superintendent takes a lead in taking such decision”. The weekly operational plans are generic without specifying exactly what would be the specific focus area for enforcement, and are not directly aligned to the NREP.

Floor diagram 4.1. Development of operational plans:



4.4.4. provision of statistics on traffic fines issued and accident recorded:

All traffic officers who participated in both focus group interviews indicated that their managers do not provide them with statistics of the fines and accidents they recorded. Participants from the province indicated that, although they are not provided with the statistics, management share the critical accidents with them and identify the high accidents spots that need attention. The participants from the municipality indicated that because there are no meetings, that's why they are not given the opportunity to assess their performance through the fines they issued and accidents they recorded.

Specific response from the municipality:

"No feedback, no meetings; and we meet sometimes, even if you can go away for two years, when you come back, the situation would still be the same, there are no changes, nothing".

4.4.5. Attending of refresher courses or in-service training on traffic management:

Refresher courses and in-service trainings help to refresh the minds of the employees and to ensure that they don't forget some of the principles relevant to their day to day activities. All participants indicated that there is no refresher training within their respective institutions.

Specific response of participant from the municipality

"No trainings, no refresher courses, we use the same method even if it's wrong, we continue with it. Relating to amendments it's a big problem, we are trying to emphasize it but it never happens".

Specific response of participant from the province:

"I can't remember when last did we attend the refresher course, only examiners of vehicles and driving licenses attend refresher trainings, and we recommend that all traffic officers should also attend examiner of vehicle courses as this will capacitate traffic officers to deal with unroadworthy vehicles".

4.4.6. 24-hour traffic service

Vehicles are travelling 24 hours a day for different reasons and as such it is required for traffic officers to work 24 hours a day. The participants in this study indicated that there is no fixed 24-hour service in their organisation. Participants from the municipality indicated that they only work 24 hour shifts during special operations and during Easter weekends because of

different reasons varying from shortage of personnel, budget constraints and insufficient policies to deal with issues such as danger allowance, overtime payment; etc., and their shift ends at 22:00 daily; while traffic officers from the province who participated in the focus group interview indicated that they only work 24 hour shifts from Friday to Sundays, and during the week, their shifts end at 20:00.

4.4.7. Pedestrian enforcement

The results from the focus group interviews show that both traffic officers from both traffic stations do not enforce pedestrians on the public road. Participants from the provincial traffic station indicated some of the reasons why they don't enforce pedestrians include; the judicial system that prioritize cases at court and ignore jay-walkers; no specific charge for pedestrians in their charge books, illiteracy in the usage of public roads; and have no dedicated vehicles to load these pedestrians to the police stations

4.4.8. Road safety education and awareness

The traffic stations are established to promote road safety through road safety education and awareness with the ultimate accident reduction. The participants in the interview indicated that within their organisations' there are dedicated officials responsible for road safety and as such their participation in road safety is indirect.

Specific respondent from the municipality:

"We do, indirectly so because there is a section which deals with road safety education, but with us sometimes there are those who don't know that they are actually transgressing the law, and by being there and be able to answer to their questions; in a way we are participating in road safety education".

4.4.9. Cooperation between municipal and provincial traffic officers

The results of the participants from the municipality indicated that there is cooperation between the Municipal traffic officers and provincial traffic officers while the participants from the province indicated that there is no cooperation between the provincial and the municipal traffic officers.

One specific respondent from the province:

"the reason why there is no cooperation is that the Municipal Traffic Officers are undermining us because we from the province we don't get enough benefits as compared to the

Municipality, less salaries, promotions taking long, the sense of inferiority complex, and the confusing ranking structure”.

The second respondent Traffic officer from the province:

“If we “traffic officers from the province find an accident in the city we stop and secure the scene for municipal traffic officers to come and take charge, but municipal traffic officers take time to arrive at the scene, and should they respond at times they just make U-turn and leave the provincial officer on the scene”.

4.4.10. Coordination

Participants from the province on the focus group interview indicated that there is no coordination in the implementation of the NREP. Participants sighted an example of vehicles towing overloaded trailers from as far as the Western Cape and other provinces, and only get sopped in Polokwane; and during Easter and Moria pilgrimages, unroadworthy and unlicensed drivers get stopped in Polokwane. The participants from the province also indicated that the different working hours, different ranking structures and different salaries of traffic officers between the municipalities and provincial traffic stations are not coordinated and they recommended for the establishment of coordinating team from the National Department of Transport to consider the nationalization of traffic officers to address these challenges.

4.4.11. Promotion of traffic officers

Participants from the focus group conducted at the Provincial traffic station indicated that promotion of traffic officers in the province take years and when times for promotion comes, favoritism and nepotism takes its course.

4.4.12. Inadequate traffic officers

All participants from provincial and municipal traffic officers who participated in the study indicated that there are no adequate traffic officers to render efficient traffic services.

Specific response from one participant from the province

“traffic officers will never be enough as long as new vehicles are purchased and registered every day and new drivers pass driving licenses every day”.

4.5. Conclusion

This chapter covered the outcomes of the questionnaires which were distributed to participant traffic officers from Polokwane Municipality and from the Polokwane Provincial Traffic Station; while the focus group interviews were conducted at Polokwane Municipality from traffic officers. The chapter also shows how the results were analyzed. The focus was on both the questionnaires and the focus groups were based on the following variables; the awareness of the existence of the NREP, what the NREP is all about, its objectives, pedestrian enforcement, enforcement of moving violations, hazlocs enforcement, availability of tools and equipment, road safety awareness and human resource factors. The results of the questionnaires were presented on graphs, tables and pie-chards; and thereafter were analyzed.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

The summary of the study is presented in this chapter where the research problem, the aim of the study and the methodology used to conduct the research are revisited. The findings are highlighted in this chapter where it was found that the NREP is not implemented consistently within the traffic authorities in the Capricorn District. The recommendations are also reflected in this chapter to assist both the Provincial Department of Transport Limpopo, and Polokwane Municipality to ensure that the National Rolling Enforcement Plan is consistently implemented to promote road safety and to reduce accidents; and is well monitored.

5.2. The aim of the study

The aim of this study was to investigate whether the Capricorn District Traffic Authorities in Limpopo Province are effectively implementing the National Rolling Enforcement Plan.

5.3. Research objectives

The researcher aimed to address the following objectives:

- a) To establish whether Capricorn district traffic authorities are effectively implementing the NREP as envisaged by the National Department of transport.
- b) Determine participation of traffic officer in implementing the NREP.
- c) Identify the gaps that exist in implementing of the NREP.
- d) Make recommendations aimed at closing the identified gaps in the implementation process.

5.4. Research methodology used

The researcher used sequential explanatory type of mixed method of research to conduct the study, where the data on quantitative was gathered through the distribution of questionnaires to participants in the Polokwane Municipality Traffic authority and from Polokwane Provincial Traffic authority. The sample size on quantitative method consisted

of 84 participants from Polokwane Municipal Traffic Station; and 74 from Polokwane Provincial Traffic Authority, which makes the total sample size of 158. Both participants were traffic officers and traffic managers.

On qualitative method, the researcher conducted two separate focus group interviews at Polokwane municipality and Polokwane provincial traffic stations where six (6) traffic officers participate from the municipality and 13 from the provincial traffic station.

5.5. Major findings of the study

5.5.1. To establish whether Capricorn District traffic authorities are effectively implementing the NREP as envisaged by the National Department of Transport.

The National Rolling Enforcement Plan is not implemented effectively in the traffic stations within the Capricorn District. The results from the Polokwane Provincial Traffic Station as per table 4.6 illustrates 100% of the participants indicating that the NREP does exist within their organisation while only 45% from the Municipality indicate that the NREP does not exist within their institution. The result from the focus group interview on the existence of the NREP as conducted in Polokwane Municipality, the majority of traffic officers who participated in the interview did not know what the NREP is all about, do not even know whether it exists within the Municipality or not as it was never introduced to them.

The result as per Table 4.6 further presents 61% of the total participants indicating that their activities are guided by the NREP. 72% of the participants from the municipality indicates that their activities are not guided by the NREP. Participants in the focus group interview from the municipality indicated that their day to day traffic activities are not guided by the NREP, but instead, they decide on parade as to what to focus on based on their observations from the previous day.

The NREP is a national plan to be implemented by all traffic stations in the Republic, and as such, it requires operational plans to support it. Table 4.7 indicates that 41% of the total participants indicates that there are no operational plans developed to support the success of the NREP. Of interest, 76% are from the municipality who indicated that there are no operational plans developed towards the effective implementation of the NREP.

5.5.2. Determine participation of traffic officers in implementing the NREP.

Employee participation is a process within the workplace whereby employees are involved in decision making processes rather than just acting on instruction. According to (Turner 2017:30) employee participation in the plan implementation or in a pilot programme in the workplace can increase commitment and deepen knowledge of the organisation. The result on traffic officer participation as per Table 4.7, indicates that 59% of the total participants participate in plan development towards the implementation of the NREP. All participants from the province (100%) indicate to be fully participating. A focus group interview was conducted with the traffic officers from the province where all of them indicated that they are not engaged in plan development and participation in the implementation of the NREP. The results from the focus group with municipal traffic officers indicated that traffic officers plan their daily operations based on their observations of the previous day without embarking on the planned operational plans.

5.5.3. Identify the gaps that exist in implementing the NREP.

The following gaps were identified from data analysis:

- Inconsistent implementation of the NREP by the province and the municipality.

The NREP is not consistently implemented in the Capricorn Traffic stations. The results from the study indicated some traffic officers not knowing what the NREP is, whether implemented and even its objectives. It was further indicated by the participants that their operational plans are not guided by the NREP, especially in Municipalities.

- Traffic officers are not participating in plan the development of operational plans towards the implementation of the NREP.

Traffic officers are not participating in the plan developments of the NREP at both the Province and the Municipal traffic stations. The results from the participants in

both the focus group interviews indicated that traffic officers are just given or instructed to implement the plans without being engaged in their developments.

➤ Lack of coordination on the implementation of the NREP.

The NREP is not properly coordinated from the Provincial Department of transport. The fact that some of the traffic officers from the municipality are aware of the NREP while others not, is an indication that there is poor coordination of the implementation of the NREP within the municipality. Limpopo Department of Transport as the overseer of all traffic management operations in the province, lacks coordination strategy to ensure that all traffic officers registered in the province are aware of the plan.

➤ Traffic officers are not given the opportunity to attend refresher courses.

The majority of traffic managers (67%) as reflected on table 4.25 indicate that they are not providing traffic officers with trainings and refresher courses. 50.4% of the traffic officers as per table 4.13 indicate that they are not given an opportunity to attend trainings and refresher courses to upskill themselves. This is corroborated by the result from the focus group interviews conducted at both Polokwane Municipality and Polokwane Provincial traffic stations where the majority of traffic officers indicated that there are no refresher trainings within their organisations.

➤ There is no 24-hour traffic service in the Capricorn District Traffic Authorities.

Traffic officers from both traffic stations are not rendering 24-hour traffic services on the public roads. The results from the study showed that the majority of participants indicated that they are not working 24 hours throughout the week. This was supported by the results from the focus group interviews where at Polokwane municipality the participants indicated that their shifts end at 22:00 while the participants from the Province indicated that their shift ends at 20:00 and only from Fridays to Sundays where they work 24-hour shift.

➤ Organisational structure does not fit the plan

The available traffic officers from both traffic stations are unable to match the current traffic needs and the plans to be implemented. It was indicated in the focus group interview conducted at Polokwane Provincial Traffic station that the current organogram is over 5 years and as such, it does not match with the NREP and the current needs for efficient traffic service. It was also indicated that this overdue structure has an impact on promotions of traffic officers and further makes it possible for the officers to leave the Department to local municipalities. It was also

➤ Pedestrians are not enforced on public roads

Regulation 316 (3) provides that “No pedestrian shall on a public road without satisfying himself or herself that the roadway is sufficiently free from oncoming traffic to permit him or her to cross the road in safety; (4) No pedestrian on a public road shall conduct himself or herself in such a manner as to or as is likely to constitute a source of danger to himself or herself or to other traffic which is or may be on such road”.

The results from the study shows that the pedestrians are not enforced on public roads which is contrary to the requirements of the National Road Traffic act. Table 4.20 illustrates 100% of traffic managers not instructing traffic officers to issue fines to pedestrians crossing the public roads at non designated areas; and not to arrest intoxicated pedestrians on the public roads. This finding is corroborated by the results from the focus group interviews conducted separately with traffic officers from the municipality and from the province that they are not enforcing pedestrians on the public road.

5.5.4. Recommendations aimed at closing the identified gaps in the implementation process.

***Consistent implementation of the NREP**

The National Rolling Enforcement Plan should be implemented consistently across all traffic stations in the Province of Limpopo. The findings in the study depicts that Polokwane Municipality is operating differently from the Polokwane Provincial Traffic Station in terms of their operational plans towards the implementation the NREP. The operational plans of the Municipality should be aligned to those of the Province for consistency.

***Establishment of Coordinating, Monitoring and Evaluation Committee**

The Department of Transport Limpopo should establish the coordinating, monitoring and evaluation committee to oversee an efficient and effective implementation of the NREP in the Province. The results of the research show that the operational plans more specifically from the municipalities are not aligned to the objectives of the NREP.

It was noticed in Chapter 2 of this study from the research results and study findings that included the coordination challenges on the road safety plan of Malaysian Government where the targets of reducing accidents could not be reached, and as a remedial action the five pillars that included the Road Safety Management, Safer Road Users, Safer vehicles, Safer Mobility and Safer environment were recommended. These recommended five pillars for Malaysia could also assist in South Africa to promote road safety and reduce accidents.

Findings from focus group where the participants from Polokwane Municipality indicated that their day to day activities are not guided by the NREP, is a sign of lack of coordination, hence this recommendation.

***Centralisation of traffic management in Limpopo Province**

The Department of Transport Limpopo should look into a system of centralising all traffic stations into the province to ensure proper coordination and monitoring. This effort would bring in stability, proper coordination and unification of traffic law enforcement, Traffic Officers are appointed in terms of the same legislation (Section 3 of the National Road Traffic Act, Act

93 of 1996), but by different authorities. Centralisation of traffic management to the Province will yield the following results:

- a) Uncover the frustrations encountered by traffic officer's operations in terms of the area of execution.
- b) Fair and equal distribution of resources
- c) Central budget management
- d) Efficient monitoring and evaluation
- e) Equal treatment of traffic officers
- f) Equal payment of traffic officials
- g) Line of instruction will be transparent
- h) Conditions of employment that include night work and 24-hour service will apply to all and equally.

***Introduction of 24 hour shift across all traffic stations in the Province**

Both the Municipalities and the Department of Transport Limpopo should bargain for 24-hour traffic service. The findings from the study indicated that both the municipal and provincial are not rendering 24-hour traffic service 24/7, The introduction and sustainability of 24-hour traffic shift will promote road safety much as there is no restriction in terms of operating vehicles during the night.

***Training and development**

Department as well as the Municipalities should make budget available to train and provide refresher trainings to Traffic Officers for future development and to promote efficiency in traffic service. Policies get reviewed, legislations keep on changing and being amended; and it will be of great importance for the organisation to ensure that employees are upskilled with the new developments and are updated with new legislations and amendments in order to render effective and efficient traffic service. Findings from the study showed that there are no refresher trainings within both institutions under study except the refresher trainings on examiner of vehicles and diving licenses as indicated in the focus group interview with Polokwane Provincial Traffic Officers.

***Involve Traffic Officers in plan development towards the implementation of the NREP**

The Department and Municipalities should involve Traffic Officers in plan development and to afford them the opportunity to participate in public participation programmes aimed to reduce accidents and to promote road safety. This will motivate them as they will have a feeling and a sense of ownership of the plan to be implemented. The findings in this study showed that traffic managers are not involving traffic officers in plan development.

***Recruitment of management staff based on skill, experience and qualification**

The Department of Transport and Municipalities should ensure that traffic officers and managers/supervisors are appointed and promoted based on merits as this will motivate employees and improve traffic law enforcement service. Appointment of Traffic managers based on political affiliation, favoritism and nepotism as indicated in a focus group interview conducted with traffic officers should be discouraged at all levels. The appointment of traffic officers is legislated and as such it requires management with traffic experience, skills and relevant qualifications to fulfill this objective.

***Organisational structure that fits the plan**

The Department of Transport and Municipalities should ensure that the organisational structure of the traffic law enforcement fits with the traffic management plan. It was observed from some literature review that some plans failed because the organisational structures did not fit with the plans. It is imperative for the Department of Transport and Municipalities to ensure that whatever plan that is to be implemented, they conduct the organisational review or a work study to ensure that the reviewed structures fit with the plan to be implemented.

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Appendix “A”

STRUCTURED QUESTIONNAIRE FOR TRAFFIC OFFICERS



INVITATION TO PARTICIPATE IN A SURVEY

My name is Phineas Mahlatji; a research student at the University of Limpopo. I write to invite you to participate in a survey aimed at investigating the implementation of the National Rolling Enforcement Plan in promoting road safety in the Capricorn District, Limpopo Province South Africa

Participation in the survey is voluntary and will require you to complete a questionnaire. The questionnaire is easy and will take approximately 10 minutes to complete.

Kindly note that all information collected will be treated with strictest confidence and will be used only for the purposes of this research. There are no known or anticipated risks to you as a participant in this study. Your name will not appear in any report resulting from this study. I shall be grateful if you could agree to complete the questionnaire.

Should you have any enquiries, do not hesitate to contact me or my supervisor.

Yours faithfully

Mahlodi Phineas Mahlatji

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QUESTIONNAIRE FOR TRAFFIC OFFICIALS

SECTION A: GETTING TO KNOW THE PARTICIPANT

A1	In which traffic station are you based?	Polokwane Provincial			Polokwane Municipality			
A2	Are you a member of the municipal traffic police	Provincial Traffic Police			Municipal Traffic Police			
A3	Age	18 – 29	30 – 39	40 – 49	50 – 59	60+		
A4	Gender	Male			Female			
A5	Years of experience	1-5	6-10	11-15	16-20	21-25	26-30	31+
A6	Highest level of education	Matric	Diploma	Under Graduate Degree	Post Graduate Diploma		Post Graduate Degree	

SECTION B:

Section B. Please indicate with the “Yes” or “No” on each of the statements below by marking ‘X’ in the relevant box.

B: Awareness of the existence of the National Rolling Enforcement Plan

B1	I am aware of the existence of the National Rolling Enforcement Plan (NREP)	Yes	No
B2	I am aware of the NREP objectives	Yes	No
B3	I know what the national Rolling Enforcement is all about	Yes	No
B4	My organisation has operational plans towards successful implementation of the NREP in my area of jurisdiction.	Yes	No

C.: Awareness of the existence of the operational plans.

C1	Traffic officers participate in the development of traffic operational plans aimed towards the implementation of the NREP	Yes	No
C2	My input is taken into consideration when operational plans are being developed	Yes	No
C3	Traffic officers are expected to participate in meetings that develop operational plans	Yes	No

D. Pedestrian Enforcement: Please indicate with the Yes or No.

D1	Do you fine pedestrians crossing the roads illegally	
----	--	--

D2	Do you enforce pedestrians crossing the roads under the influence of narcotics and other related substances		
D3	Do you enforce pedestrians crossing the roads carrying illegal weapons		
D4	Do you educate pedestrians about road safety		

E. Operation clean-up: Please indicate with letter “X” in an appropriate space.

E1	We conduct road blocks/roadside checks	Yes		No	
E2	We conduct road safety awareness campaigns	Yes		No	

F. Provision of tools and equipment: Please indicate with letter “X” in an appropriate space

F1	Traffic officers are always provided with the necessary tools and equipment for monitoring traffic infringement	Yes		No	
F2	The traffic officers have adequate operational vehicles for traffic management	Yes		No	
F3	Traffic patrol vehicles are well maintained	Yes		No	

G. Enforcement of moving vehicles: Please indicate with letter “X” in an appropriate space

G1	We enforce following distance on moving vehicles	Yes		No	
G2	We conduct vehicle speed measurement	Yes		No	
G3	We enforce unsafe overtaking	Yes		No	
G4	We fine motorists who disobey road traffic signs	Yes		No	
G5	We fine those motorists who drive recklessly, negligently and inconsiderately	Yes		No	

H. Hazlocs on public roads: Please indicate with letter “X” in an appropriate space

H1	Road users are misbehaving on public roads	Yes		No	
H2	Roads are well maintained	Yes		No	
H3	Road engineers are involved in road maintenance	Yes		No	
H4	Law enforcement is intensified on public roads	Yes		No	

J. HR Management: Please indicate with letter “X” in an appropriate box

J1	Our station has adequate traffic officers to monitor traffic management	Yes		No	
J2	We are working 24 hour shifts to render traffic services	Yes		No	
J3	I understand my role towards reduction of traffic accidents	Yes		No	
J4	I am proud of my profession	Yes		No	
J5	I have been adequately trained to performed my responsibilities	Yes		No	
J6	I am motivated to do traffic management functions	Yes		No	
J7	I regularly attend training for up-skilling for enhancing my traffic management skills	Yes		No	

K. Road safety awareness: Please indicate with letter “X” in an appropriate space

K1	Are there road safety awareness campaigns within your organisation?	Yes		No	
K2	Are you involved in public participation towards road safety education and awareness?	Yes		No	

- I. Is there anything else you wish to add regarding the implementation of the enforcement Plan?

Thank you for your cooperation in completing the questionnaire.

Appendix “B”

STRUCTURED QUESTIONNAIRE FOR TRAFFIC MANAGERS



INVITATION TO PARTICIPATE IN A SURVEY

My name is Phineas Mahlatji; a research student at the University of Limpopo. I write to invite you to participate in a survey aimed at investigating the implementation of the National Rolling Enforcement Plan in promoting road safety in the Capricorn District, Limpopo Province South Africa.

Participation in the survey is voluntary and will require you to complete a questionnaire. The questionnaire is easy and will take approximately 10 minutes to complete.

Kindly note that all information collected will be treated with strictest confidence and will be used only for the purposes of this research. There are no known or anticipated risks to you as a participant in this study. Your name will not appear in any report resulting from this study.

I shall be grateful if you could agree to complete the questionnaire.

Should you have any enquiries, do not hesitate to contact me or my supervisor.

Yours faithfully

Mahlodi Phineas **Mahlatji**

Student : 201733350

Institution : University of Limpopo

Department :

Telephone :

Email :

SUPERVISOR

Name : Dr Joe Musandiwa

Institution : University of Limpopo

Department : Masters in Business Management

Telephone : 015 268 4245

Email : Joseph.musandiwa@ul.ac.za

SECTION A: GETTING TO KNOW THE PARTICIPANT

A1	In which traffic station are you based?	Polokwane Provincial			Polokwane Municipality			
A2	Are you a member of the municipal traffic police	Provincial Traffic Police			Municipal Traffic Police			
A3	Age	18 – 29	30 – 39	40 – 49	50 – 59	60+		
A4	Gender	Male			Female			
A5	Years of experience	1-5	6-10	11-15	16-20	21-25	26-30	31+
A6	Highest level of education	Matric	Diploma	Under Graduate Degree	Post Graduate Diploma		Post Graduate Degree	

SECTION B:

Section B. Please indicate with the “Yes” or “No” on each of the statements below by marking ‘X’ in the relevant box.

B: Awareness of the existence of the National Rolling Enforcement Plan

B1	I am aware of the existence of the National Rolling Enforcement Plan (NREP)	Yes	No
B2	I know what the National Rolling Enforcement Plan is all about	Yes	No
B3	I am aware of the NREP objectives	Yes	No
B4	Our general activities are generally guided by the NREP.	Yes	No
B5	We coordinate the implementation of the National Rolling Enforcement in all Traffic stations in the Capricorn district	Yes	No
B6	We submit monthly statistics on tickets issued and accidents recorded to Department of Transport: We receive monthly statistics on tickets issued and accidents recorded from Municipal Traffic Stations	Yes	No
B7	There is cooperation between the Province and Local Authorities in as far as the implementation of the NREP is concerned.	Yes	No

C: Awareness of the existence of the operational plans.

C1	My organisation has developed operational plans towards successful implementation of the NREP in my area of operation	Yes	No
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C2	Traffic Officers participate in the development of traffic operational plans aimed towards the implementation of the NREP	Yes		No	
C3	We take the inputs of Traffic Officers into consideration when developing operational plans.	Yes		No	
C4	We provide Traffic Officers with statistical reports of their performance towards reducing road accidents.	Yes		No	
C5	We are competent and experienced to implement the developed plans	Yes		No	
C6	We educate and encourage Traffic Officers to be ethical when engaging with the public	Yes		No	
C7	We warn Traffic Officers from participating in bribe and corruption activities	yes		No	

D. Pedestrian Enforcement: Please indicate with the Yes or No.

D1	We instruct Traffic Officers to write fines (tickets) to pedestrians crossing the road at non designated areas.	Yes		No	
D2	We instruct Traffic Officers to arrest pedestrians who are found to be intoxicated on the public road	Yes		No	

E. Operation clean-up: Please indicate with letter "X" in an appropriate space.

E1	We plan and lead road blocks	Yes		No	
E2	We plan and lead selective roadside vehicle and driver checks	Yes		No	

F. Provision of tools and equipment: Please indicate with letter "X" in an appropriate space

F1	We provide Traffic officers with the necessary tools and equipment for monitoring traffic infringement	Yes		No	
F2	We provide Traffic officers with adequate operational vehicles for traffic management	Yes		No	
F3	We maintain Traffic patrol vehicles	Yes		No	
F4	We provide traffic officers with breathalyser kits	Yes		No	

G. Enforcement of moving vehicles: Please indicate with letter "X" in an appropriate space

G1	We instruct traffic officers to enforce following distance on moving vehicles	Yes		No	
G2	Traffic officers are instructed to conduct vehicle speed measurement	Yes		No	
G3	Traffic officers enforce unsafe overtaking	Yes		No	
G4	Traffic officers fine motorists who disobey road traffic signs	Yes		No	
G5	Traffic Officers fine motorists who drive recklessly, negligently and inconsiderately	Yes		No	

H. Hazlocs on public roads: Please indicate with letter "X" in an appropriate space

H1	Road users are misbehaving on public roads	Yes		No	
H2	Roads are well maintained	Yes		No	
H3	We intensify traffic law enforcement on public roads	Yes		No	

J. HR Management: Please indicate with letter "X" in an appropriate box

J1	Our station has adequate traffic officers to monitor traffic management	Yes		No	
----	---	-----	--	----	--

J2	We are working 24 hour shifts to render traffic services	Yes	No	
J3	We trained Traffic Officers to understand their role towards reduction of traffic accidents	Yes	No	
J4	I am proud of my position as member of Traffic management team	Yes	No	
J5	We provide adequate training to our traffic officers to perform their responsibilities towards accident reductions	Yes	No	
J6	I am motivated to perform traffic management functions	Yes	No	
J7	We regularly train and provide refresher training to Traffic Officers for up-skilling and to improve in on traffic management skills	Yes	No	

K. Road safety awareness: Please indicate with letter “X” in an appropriate space

K1	Our office engages in initiatives which help create public awareness of road safety	Yes	No	
K2	We involve Traffic Officers in public participation towards road safety education and awareness	Yes	No	

L. Indicate activities that your station can employ towards the reduction of accidents in your area.

Thank you for your cooperation in completing the questionnaire.

Appendix “C”

QUESTIONNAIRE FOR FOCUS GROUP INTERVIEW

1. Existence and understanding of the National Rolling Enforcement Plan

- 1.1. What do you understand about the National Rolling Enforcement Plan?
- 1.2. Is the NREP implemented within your authority, and how is it implemented?
- 1.3. Do you perhaps know who developed this plan and for what reason?

2. Objectives of the NREP

- 2.1. What is your understanding about the objectives of the NREP?
- 2.2. May you please mention few objectives of this plan.

3. The existence of operational plans towards the implementation of the National Rolling Enforcement Plan

- 3.1. Are there operational plans available towards the implementation of the NREP?
- 3.2. May you kindly define what a plan is
- 3.3. Can you mention the different types of plans available within your organisation?
- 3.4. Are you involved in the development of these plans?

4. Pedestrian Enforcement

- 4.1. Do you conduct traffic law enforcement on pedestrians and how do you do it
- 4.2. Do you arrest pedestrians violating road traffic rules?
- 4.3. Do you arrest pedestrians carrying illegal substances or materials?

5. Road safety education and awareness

- 5.1. What is the significance of Road safety and awareness campaigns within your organisation?
- 5.2. Do you participate in road safety education and awareness?
- 5.5. Who is your target when coming to road safety education and why?

6. Enforcement of moving violations

- 6.1. Do you enforce moving violations and how?
- 6.2. May you mention a few moving violations you know and which once are dominating in your area?
- 6.3. Is the Prosecuting Authority assisting you in ensuring that those fined and arrested for contravening the road traffic rules are prosecuted?
- 6.4. Do the traffic offenders pay traffic infringements?

7. Tools and equipment

- 7.1. Are there adequate tools and equipment in your organisation to assist in implementing the NREP?
- 7.2. Which tools are more relevant to fulfil the objective of the NREP

7.3. Do you have adequate traffic patrol vehicles and what is their status of maintenance.

8. HR Management

8.1. Are enough traffic officers within your organisation?

8.2. Do you render 24hour traffic service and what is the staff arrangement to render these service.

8.3. Was the induction process conducted prior to the implementation of the NREP and what was your reaction towards it?

8.4. Do you get feedback from management on matters relating to the implementation of the plan and how do you get it.

8.5. Are you well trained to render traffic services?

8.6. Do you undergo refresher courses or in-service training on traffic management and how often.

8.7. Are you proud of your work, and is your contribution valued by your organisation?

9. Are there challenges that you know and how do you think they can be improved?

10. Is there anything else you would like to share regarding the NREP?

I thank you for your time, cooperation and your robust participation in this interview.

APPENDIX D

CONSENT FORM FOR PARTICIPANTS

You are requested to participate in the study entitled: **“Investigating the implementation of the National Rolling Enforcement Plan”**.

Your participation is voluntary and you are free to withdraw your participation at any time you wish to do so without any prejudice. Your identity and that of the school will be kept anonymous and all information obtained from the interview will be confidential. You will not incur any cost as a result of your participation in this study. You are free to ask any question concerning this study at any time prior to your participation, during and after your participation.

AUTHORISATION: I have read the above and understood the nature of the study. I give my consent to be interviewed.

Participant's signature: _____

Date: _____

" E "

515557
MS. R.E RAMELA (11/07/2019)

DIRECTORATE: CORPORATE AND SHARED SERVICES

ITEM:

FILE REF:

REQUEST TO GRANT MR. MP MAHLATJI TO CONDUCT RESEARCH WITHIN POLOKWANE MUNICIPALITY

Report of the Director: Corporate and Shared Services

Purpose of the Report

To request the Municipal Manager to grant Mr. MP Mahlatji to conduct his research at Polokwane Municipality.

Background and Discussion

Mr. MP Mahlatji sent a letter requesting permission to conduct research at Polokwane Municipality. His research topic is titled: The investigation of the implementation of the National Rolling Enforcement Plan".

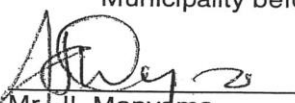
"A copy of the letter from University of Limpopo is attached for reference"

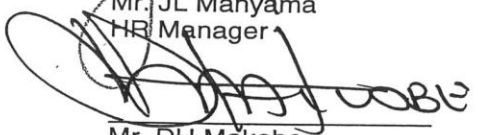
Financial Implication

There is no financial implication.

Recommend

1. That approval be granted to Mr. MP Mahlatji to conduct his research within Polokwane Municipality.
2. That the findings emanating from the research study be shared with the Municipality before they are published.


 Mr. JL Manyama
 HR Manager


 Mr. DH Makobe
 Municipal Manager


 Ms. MM Matshivha
 Director: Shared & Corporate Services



" F "

LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF TRANSPORT

CONFIDENTIAL

Mr Mahlatji MP
172 Bayman Street
Bendor
Polokwane
0699

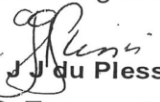
Ref: TR 3/2/3
Enq: Mulaudzi L.J.
Tel: 015 295 1151

Dear Mr Mahlatji

RE: REQUEST FOR ASSISTANCE IN OBTAINING DATA IN THE FORM OF
QUESTIONNAIRES FROM YOUR TRAFFIC OFFICES

1. The above matter refers.
2. The department has granted your request in obtaining data in the form of questionnaires from our Traffic officers.

Warmest regards,


Ms. J J du Plessis

HoD: Transport

Date: 19/8/19

"Limpopo in Motion"

37, 39 Church & 40 Kruger Street . Private Bag X9491, Polokwane, 0700
☎: +27 15 295 1000 ☎: +27 15 294 8000 🌐: www.idot.limpopo.gov.za

The heartland of South Africa – development is about people!

“G”



University of Limpopo
Faculty of Management and Law
OFFICE OF THE EXECUTIVE DEAN
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 2558, Fax: (015) 268 2873, Email: frikkie.ponelis@ul.ac.za

26 November 2018

Mahlatji M.P (201733350)
TURFLOOP GRADUATE SCHOOL OF LEADERSHIP
Master of Public Administration and Management

Dear MP Mahlatji,

FACULTY APPROVAL OF PROPOSAL

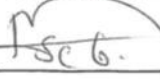
I have pleasure in informing you that your Masters proposal served at the Faculty Higher Degrees Committee meeting on **06 November 2018** and your title was approved as follows:

"The Implementation of the National Rolling Enforcement Plan".

Note the following: The study

Ethical Clearance	Tick One
Requires no ethical clearance Proceed with the study	
Requires ethical clearance (Human) (TREC) (apply online) Proceed with the study only after receipt of ethical clearance certificate	✓
Requires ethical clearance (Animal) (AREC) Proceed with the study only after receipt of ethical clearance certificate	

Yours faithfully,

 27/11/18
Prof MP Sebola

Chairperson: Faculty Higher Degrees Committee

CC: Dr T.J Musandiwa, Supervisor, Prof MM Kanjere, Acting Programme Manager and Prof MX Lethoko, Acting Director of School.

“H”



University of Limpopo
Department of Research Administration and Development
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 3935, Fax: (015) 268 2306, Email: anastasia.ngobe@ul.ac.za

TURFLOOP RESEARCH ETHICS COMMITTEE
ETHICS CLEARANCE CERTIFICATE

MEETING: 5 April 2019

PROJECT NUMBER: TREC/97/2019: PG

PROJECT:

Title: The implementation of The National Rolling Enforcement Plan.
Researcher: MP Mahlatji
Supervisor: Dr TJ Musandiwa
Co-Supervisor/s: N/A
School: Turfloop Graduate School of Leadership
Degree: MPAM

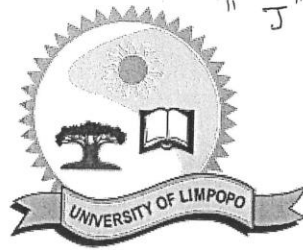
PROF P MASOKO
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: REC-0310111-031

Note:

- i) This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned date. Application for annual renewal (or annual review) need to be received by TREC one month before lapse of this period.
- ii) Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee, together with the Application for Amendment form.
- iii) PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.

Finding solutions for Africa



University of Limpopo
Turfloop Graduate School of Leadership
P O Box 756, Fauna Park, 0787
Tel: (015) 268 4253, Email: engeline.zwane@ul.ac.za

MEMORANDUM

To : To Whom It May Concern

From : Dr. T.J. Musandiwa
Supervisor

Date : April 2019

Subject : Request for Permission to Conduct Research Study

TO WHOM IT MAY CONCERN

Mr. Mahlatji MP (student number: 201733350) is an enrolled student for Master of Public Administration and Management (MPAM) at Turfloop Graduate School of Leadership (TGSL), University of Limpopo. Mr. Mahlatji is conducting a research study for his enrolled Master's Degree entitled "**The Investigation of the Implementation of the Implementation of the National Rolling Enforcement Plan**". I therefore request a permission for him to conduct his research, which will contribute towards the policies in place in your institution mainly academic research.

It would be appreciated if permission may be granted to Mr. Mahlatji in order to conduct research on the title above. **The purpose of the research is mainly academic.**

Yours Sincerely



Dr. T.J Musandiwa
Supervisor
Tel: 015 268 4248
Email: joseph.musandiwa@ul.ac.za

Finding solutions for Africa

“K”

Fax: 0152682868
Tel. 0152862684
Cell: 0822198060
Rammalaj@ul.ac.za

Dr J R Rammala
440B Mankweng
Box 4019
Sovenga
0727

To whom it may concern

12 August 2019

Confirmation letter: Mahlodi Phineus Mahlatji

Dear Sir/Madam

This memo serves to confirm that I edited a Masters' research proposal titled: **The investigation of the implementation of the National Rolling Enforcement plan**. Editing was done on language, typesetting and technical appearance of the proposal and list of reference. Language errors were mainly on agreement and concord. Technically the document was well written.

I confirm that the document is now readable and clean with regard to language issues and recommend that it can be submitted for assessment.

Thanks



Signed:

Dr J R Rammala