

**AN ANALYSIS OF THE IMPLEMENTATION OF TAXI
RECAPITALISATION PROGRAMME IN THE MAFIKENG AREA**

by

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**Mini-dissertation submitted in partial fulfillment of the requirements
for the degree of Masters in Business Administration (MBA) to the
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at the North West University,
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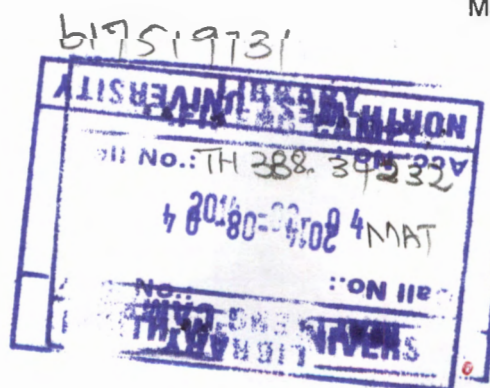
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DECLARATION

I, Thapelo Johannes Matebesi, declare that the dissertation for the degree of Masters of Business Administration at the North West University hereby submitted, has not previously been submitted by me for a degree at this or any other university, that it is my work design and execution and that all material contained herein have been duly acknowledged.



Thapelo Johannes Matebesi

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ABSTRACT

The Taxi Recapitalisation Programme (TRP), is the South African government's programme to regulate the Taxi industry in terms of the National Land Transport Transition Act (NLTTA), with the objectives to provide safe and affordable transport to the population already utilizing taxi transport, to introduce cost-effective fuel, to develop downstream manufacturing and job creation, to introduce start cards to the industry, as well as addressing challenges facing people with disability who use minibus taxis.

The purpose of the study was therefore to analyze the implementation of the Taxi Recapitalisation Programme using Mafikeng area as a case study. The fundamental question that the study attempted to answer was whether any progress was made in the implementation of the programme in the area since the official announcement of the implementation data in 2005, by the National Minister of Transport. The study focused on whether local taxi owners participated in all stages of the recapitalization programme, whether the programme is realistic and implementable, whether the provincial sector department has the capacity to implement the programme.

The primary instrument for data collection in this study was self-administered questionnaires. The findings of the study revealed that there is too much backlog on crushing old vehicles and subsequently paying out owners R50 000.00 scrapping allowances, developing Municipal Transport Plans, as well as building new taxi facilities, such as taxi ranks within the Mafikeng Local Municipality.

The researcher recommends that the three parties concerned, namely, North West Department of Transport, Roads and Community Safety, eight Taxi Associations under the umbrella of Central District Taxi Council and Mafikeng Local Municipality need to work together to overcome these challenges in order to ensure successful implementation of the Taxi Recapitalisation Programme in the area of Mafikeng.

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List of acronyms and abbreviations

TRP	:	Taxi Recapitalisaton Programme
NLTTA	:	National Land Transport Transition Act
BEE	:	Black Economic Empowerment
NDoT	:	National Department of Transport
NWDoT	:	North West Department of Transport
SAPS	:	South African Police Service
STATSSA	:	Statistics South Africa
TA	:	Taxi Association
NAAMSA	:	National Association of Auto mobile Manufactures of Southern Africa
POLB	:	Provincial Operating Licensing Board
PLTF	:	Provincial Land Transport Framework
OLB	:	Operating License Board
CPTR's	:	Current Public Transport Records
OLS	:	Operating License Strategy
RatPlans	:	Rationalisation Plans
PTP	:	Public Transport Plans
ITP	:	Integrated Transport Plans
MTEF	:	Medium Term Expenditure Framework
MEC	:	Member of Executive Council
HoD	:	Head of Department
CFO	:	Chief Financial Officer
NGOs	:	Non-Governmental Organisation

Chapter 1

1. Introduction and orientation

1.1 Introduction

Chapter one introduces the study on the analysis of the implementation of taxi recapitalisation programme with specific reference to the Mafikeng area. The chapter also includes background of the study, statement of the problem, objectives of the research, delimitation of the delimitation of the study, rationale of the study, literature review, research design and methodology, data collection technique and study population, analysis and interpretation of results, dissemination of the results, and the organisation of the whole study.

1.2 Background of the study

The Parliament of the Republic of South Africa has in terms of the National Land Transport Transition Act (Act No. 22 of 2000) taken a decision in 1998 to overhaul the taxi industry in the country.

The objectives of the Act are:

To provide safe and affordable transport to the population already utilising taxi transport

To regulate the industry

To introduce cost – effective fuel system

To develop downstream manufacturing and job creation

To introduce start cards to the industry, for the purposes of Black Economic Empowerment (BEE)

To address challenges facing people with disabilities who use minibus taxis.

In this regard, the government developed a comprehensive programme called taxi recapitalisation programme. The recapitalisation programme was to be implemented from July 2005 to the entire country as per National Department of Transport media statement, 10 April 2006 (Citizen Newspaper, 16/02/2007).

The consultation process which included all stakeholders that is, the three spheres of government (National, Provincial and Local,) taxi owners and drivers, financial institutions, various vehicle manufacturing companies, civic and commuter organisations, and law enforcement agencies, that is, the South African Police Service and Traffic Authorities, commenced shortly after the Parliament decision in 1998 (Business Plan on Taxi Recapitalisation for North West Province, May 2004). The process which essentially is about stakeholder participation, took much longer time than anticipated, approximately nine years after the Parliament decision to proceed to the next phase, which is the implementation scheduled for July 2005. It has been characterised by intense negotiations, threats of pulling out, trade – offs and compromise by various parties. This caused an unprecedented delay compared to the implementation date of 2004, and almost holding government to ransom not to proceed with the implementation of the recapitalisation programme by random difference in opinion and resistance by some Taxi Associations throughout the country.

However, from 2005, the current national Minister of Transport, has been making repeated public statements that “there is no turning back and now amount of intimidation will stop the taxi recapitalisation programme” (Citizen Newspaper, 16/02/2007). In this regard, in October 2003 and until recently (2007) all provinces were requested to submit their respective state of readiness reports for the implementation. The North West province report is titled “*Status Quo Gap Analysis and Advice for the North West Province,*” dated October 2003. The province through its provincial Department of Transport and Provincial Taxi Council has consistently indicated in its reports and in public through media and other publications that it is ready for the implementation of the taxi recapitalisation. Its report compiled by consulting firms namely, Transpay Technology (Pty) Ltd, in association with Arcus Gidd (Pty) Ltd and Atos KPMG Consulting (Pty) Ltd, indicates that the North West Province has made considerable progress in terms of the taxi recapitalisation implementation (North West Province Status Report, May 2004:28).

However, by February 2007, the implementation had not happened in the Mafikeng area. Therefore, this state of affairs warrants an investigation so as to find out the actual impediments towards successful implementation of the taxi recapitalisation.

1.3 Statement of the problem

The implementation of the taxi recapitalisation programme in Mafikeng has to date (2007) not taken place inspite of repeated calls by the national minister of transport to implement it. The implementation of this recapitalisation in Mafikeng is very vital because Mafikeng is the capital of the North Province and also a conduit point to other towns and cities within and outside the North West Province.

1.4 Objective of the study

The objectives of the study were:

- To establish the level of participation of eight Taxi Associations as stakeholders within the area of Mafikeng.
- To establish whether the taxi recapitalization programme as initiated by the national government is realistic, and necessary in terms of safety of commuters and other road users in South Africa.
- To assess the level a capacity of the implementing agent, namely the North West Department of Transport, Roads and Community Safety.
- To assess the institutional arrangements readiness, namely North West Department of Transport, Roads and Community Safety and eight Taxi Associations within the area of Mafikeng, for the successful implementation of the taxi recapitalization programme.

1.5 Limitation of the study

The concept of taxi recapitalisation is new to the taxi industry in South Africa. Thus it is viewed with uncertainty and fear by taxi owners. These uncertainties and fear have led to confusion, resistance and reluctance amongst taxi owners. Therefore the study needs to provide well-informed answers on such factors as taxi recapitalisation have become an emotive and topical national matter currently.

1.6 Rationale of the study

The decision by the National Assembly (Parliament) in 1998, in terms of the NLTTA to overhaul the taxi industry in South Africa in the interest of commuters and other road users, is a positive step that seeks to regulate the taxi industry in South Africa. The delay regarding implementation of the taxi recapitalization programme since the announcement of the implementation commencement date in 2004 is a cause for concern by the government that warrants investigation.

1.7 Literature review

The literature reviewed for this study is focused on official documents of the national and provincial departments of transport, that is, acts, policies, minutes of meetings, gazettes, memoranda of understanding and agreement as well as media reports.

1.8 Research methodology

This study used both the qualitative and quantitative methods as determined by the nature of data obtained.

1.9 Research design

The research tools in this study were structured and unstructured interviews, using self-administered questionnaire as tools, through a face-to-face approach with respondents.

1.10 Data collection and study population

The researcher conducted structured interviews within the twenty-eight wards of the municipality area of Mafikeng. The population consisted of officials from the North West Department of Transport, Roads and Community Safety, taxi owners and members of various taxi associations within the area of Mafikeng.

1.11 Analyses of data and interpretation of results

Data are presented in the form of graphs, tables and bar charts.

1.12 Organisation of the study

The study focused on the Municipal jurisdiction of Mafikeng only. However, taxi recapitalisation is a topical issue in South Africa at the moment, as the country prepares to host the soccer World cup in 2010.

The study is organised as follows:

CHAPTER 1

Introduction and Orientation

CHAPTER 2

Literature Review

CHAPTER 3

Research methodology

CHAPTER 4

Data analysis and interpretation of results

CHAPTER 5

Summary, findings and Recommendations

1.13 Conclusion

Chapter one presented the background of the study, statement of the problem, objectives of the study, research methodology and organisation of the study. The next chapter reflects a detailed discussion of the relevant literature in relation to the study.

Chapter 2

2. Literature review

2.1 Introduction

This chapter is based on the readings, interpretations and evaluation of selected relevant literature. The objective was to review information on the implementation of taxi recapitalisation programme in South Africa with specific reference to the Mafikeng area. The aim of the study was to analyse progress made in implementing the recapitalisation programme in the Mafikeng area.

2.2 Nature and Scope of the Mafikeng Area

The Mafikeng area is formed by twenty-eight (28) wards, which constitute the Mafikeng Local Municipality. The city of Mafikeng is the seat of government of the North West Province in South Africa, which is one of the four poorest Provinces in terms of economic growth and unemployment. According to statistics South Africa (STATSSA, 2001) census, Mafikeng area is 411 3444473 km². The total population stood at 259478, with only 8 691 and 12 412 having completed primary and high school education respectively.

Unemployment at the time was at 46 061, with only 47 448 employed and 714 53 not economically active. The highest source of employment is the public sector at 17 589 jobs (STATSSA, 2001). The taxi industry in the area which has a total of 3 500 registered minibuss taxis under the umbrella of eight (8) taxi associations operates in this economic context (North West Taxi Recapitalisation Business Plan – revised, 2004:10).

The Mafikeng area shares a border with Botswana and this presents an opportunity for Mafikeng to become a Gateway to Africa through a serious transport demands for the north West Department of Transport, Roads and Community Safety and the municipality. Both the department and the municipality have to provide transport services to a demographic region of 75% rural and 25% urban. The 28 municipality wards consist of 102 villages with a total population having grown from 260 000 to 360 502 (Annual Report, Mafikeng Local Municipality, 2004 / 2005: 21). The objectives of the

development local government in Chapter 7 of the Constitution of the Republic of South Africa (Act No: 108 of 1996), and the National Land Transport Transition Act, 1998, require that even the remote rural areas must be provided with safe and affordable means of transport. The taxi mode of transport is the most commonly used amongst many commuters in both urban and rural areas.

Thus, the overall purpose of the study was to assist the North West Department of Transport, Road and Community Safety and the Mafikeng Local Municipality to identify and strategically deal with the challenges and constraints that impede the successful implementation of the Taxi Recapitalization Programme (TRP). The roles and responsibilities of the eight (8) taxi associations suggest a close working relationship between the Provincial Department of Transport, Roads and Community Safety and Mafikeng Local Municipality.

2.3 The Concept Taxi Recapitalisation

According to the Business Plan on Taxi Recapitalisation, (2004:3) the programme refers to a comprehensive activity by government to regulate the taxi industry with the view to providing safe and affordable transport to the population already utilising taxi transport.

2.4 Stakeholder Participation

The National Land Transport Transition Act (Act No: 31 of 2000) provides that each town or city must implement its own taxi recapitalisation programme in close consultation with local municipalities. The act defines the type of vehicles to be used for public transport operations, for example, carrying capacity, that is, fifteen (15), including the driver and thirty-five (35), including the driver.

During implementation of the Taxi Recapitalisation Programme (TRP), communication is essential between all stakeholders to allow information to be passed between them and within their own structures (ARCIUS GIBB Pty, Ltd 2004:23). The Business Plan cautions that the absence of adequate communication channels could cause differences to occur that may hinder the successful roll – out of the recapitalisation programme.

- To this end, the North West on Taxi Recapitalisation (2004:25) Business Plan identifies the following stakeholders as important:
- National Department of Transport (NDoT)
- North West Department of Transport, Roads and Community Safety
- Local Municipalities
- Taxi Associations
- Commuter forums
- Manufacturing Companies
- Financial Institutions

The publication of the compulsory safety requirements was preceded by extensive consultations between the government, the taxi industry and vehicle manufacturers represented by the National Association of Automobile Manufacturers of Southern Africa (NAAMASA). The consultation process with the affected stakeholders particularly NAAMASA solicited inputs in both the finalisation of the safety requirements and the actual drafting of Regulations that introduced these safety requirements (Minister Radebe's Media realise, (2006:1). The minister states that the government is satisfied with the level of consultations and the inputs made by the automobile manufacturers during this process. He further states that introduction of the safety requirements was not done arbitrarily and recklessly, but was rather based on a detailed analysis of available data and submissions, which informed the interdictions of these safety requirements.

Recapitalization is a complex programme that requires adjustments, refinement, ongoing consultations and effective communication by the government targeted at taxi operators, commuters (users), financial institutions and vehicle manufacturers. To this end, the government met with the taxi industry, vehicle manufacturers and financial institutions continuously with the view to addressing some of the concerns, seek solutions and explore real possibilities to take the programme to even greater heights.

2.5 Implementation of the Taxi Recapitalisation Programme (TRP)

According to the Taxi Recapitalisation Report (TRP Report, 2006:1) issued by the National Department of Transport, the government is moving swiftly with the Taxi Recapitalisation Programme (TRP), which has entered a critical stage of implementation.

According to the report, key pillars, of the rollout strategy are the scrapping of old taxi vehicles, the introduction of new and safe vehicles, effective regulations and empowerment of the taxi industry and law enforcement.

The strategy recognises that the TRP is not about the replacement of old vehicles with new and safe vehicles, but presents government with the opportunity to transform, empower and regulate the industry.

Attempts to evaluate progress of the TRP on the basis of doubts expressed by certain vehicle manufactures reflect lack of appreciation of both the complex nature of the TRP and the significant progress made by government since the adoption by Cabinet of the strategy to rollout the TRP in July 2005 (TRP Report, 2006:1). The key achievement identified by the report is the publication of safety requirements relating to taxis, namely; they must be fitted with rollover protectors, anti-tyre burst stabiliser, and tamper proof speed governors, in the second half of 2005. In December 2005 a tender for the establishment of a scrapping agency was issued and a public campaign aimed at mobilising taxi operators to convert their permits into operating licenses was initiated.

In 2006, thousands more taxi operators have moved significantly with the process of converting their permits, the tender has since closed and currently being evaluated with the view to creating a mechanism to scrap 10 000 of the old taxi vehicles (TRP Report, 2006:2).

The National Land Transport Transition Act (NLTTA) Amendment Bill is before Parliament this year, 2007, to enable government to implement the TRP, and most importantly, "we are seeing the entry into the market of new and safe vehicles that begin to respond to the safety requirements as published", says the national Minister.

Whilst some of the vehicles are not yet fully compliant, there is agreement between Government and the National Association of Automobile Manufacturers of Southern Africa (NAAMSA) that new vehicles needed to be compliant by 1 July 2006. This date was part of agreements reached between Government and NAAMSA led by Minister Jeff Radebe and Dr Van Zyl respectively in mid 2005 (TRP Report, 2006:2).

A large proportion of vehicles entering the market are those with bigger seating capacities of 18 to 28 (midi buses). With the addition of few safety requirements like seatbelts and driver – operated door, taxi vehicles in the midi bus category would comply with the safety requirements.

The South African Bureau of Standards is currently finalising national standards for some of the safety requirements such as rollover protectors; anti-tyre burst stabilisers and tamper proof speed governors. Once national standards have been developed in some of these areas, further regulations would be introduced to enhance the safety of vehicles (TRP Report).

As part of the implementation of the safety requirements, the National Department of Transport is pleased to announce that the SABS has on Tuesday 4th April 2006 reported that the Toyota Quantum which falls in the range of a vehicle of the lower seating range 9 – 16 (minibus) is capable of having the type II braking system (TRP Report).

The introduction of safety requirements is not a totally new phenomenon, as some of the vehicles especially in the minibus category currently available in the market meet some of the key legislated requirements.

However, the introduction of compliant minibuses into the market is slower than that of midi buses because this category calls for the possibility of the re-design of these vehicles. It is expected in the second half of 2007 that compliant minibuses would be available in the market (TRP Report).

These are targeted interventions by the Department of Transport that define the TRP. The Department's assessment of progress be made is positive and contrasts sharply with the pessimism contained in the article by Cokayne in the business report of 7 April 2006. We remain convince that through partnership and ongoing consultations with the relevant players, further milestones will be achieved in the course of the year, says Minister in the (TRP Report).

The failure by certain vehicle manufacturers to prepare themselves and comply with the safety requirements does not and should not in any way result in the TRP “running into trouble” as asserted by Cokayne (TRP Report).

The truth is most manufacturers are working tirelessly to comply with these safety requirements by the agreed date with government (TRP Report).

The government does not believe that there is a crisis and that concerns by certain manufacturers will lead to a situation where there is lack of availability of vehicles for the taxi market (TRP Report).

In his speech at the launch of the scrapping of old vehicles in the Western Cape on the 15th February 2007, Minister Radebe stated that “no amount of intimidation will stop the taxi recapitalisation programme”. In his state of the nation address in February 2007, President Thabo Mbeki said that government would not be “bullied into abandoning the taxi recapitalisation programme”.

The North West province Report conducted by consulting firms namely, Transpay Technology (Pty) Ltd, in association with ARCUS GIBB (Pty) Ltd and Atos KPMG Consulting (Pty) Ltd, indicated that the North West Province has made considerable progress in terms of the Taxi Recapitalisation implementation (North West Province Status Report, May 2004:28).

The Taxi Recapitalisation Programme has come a long way since 1998. It has been gathering momentum and it is currently going ahead full speed, said North West MEC for Transport, Roads and Community Safety, Mr Jerry Thibedi (The Mail, 23 March 2007:3).

MEC Thibedi was addressing guests at the old-taxi-scrapping function in Rustenburg on Sunday, the 18th March 2007. This occasion marked a very important period in the history of the taxi industry in the North West Province, and that of the R 7.7 billion Taxi Recapitalisation Programme, said MEC Thibedi.

Thibedi (2007 : 3) states :“for us as a province, it feels like the last lap of a marathon race well run with enthusiasm for more than five years. Now that the finishing post is within our sight, we have to accelerate our pace as a province and ensure that the national target to have at least 80% of the current taxi fleet recapitalised by 2009/ 2010 financial year”.

More than 1000 taxi operators had applied for taxi scrapping, 90 have been called to the scrapping site in Mafikeng to be evaluated to ensure that the said taxis qualify and meet the stipulated scrapping requirements, said MEC Thibedi (The Mail, 23 March 2007:3). The total number of applications received for conversion of permits into operating licenses stand at 13 340 as at 15th February 2007 according to figures from the Provincial Operating Licensing Board (POLB), and a total of 11 540 applications were approved, whilst taxi operators collected 6 313 , said MEC Thibedi (The Mail, 23 March 2007 : 3).

Thibedi (2007:3) states : “I want to call upon our taxi industry and Local Municipalities to cooperate effectively at Transport Forum level to effectively plan for 2010 public passenger transport requirements”.

The Scrapping Agency appointed to run the scrapping process is reportedly inundated with applications on a daily basis and R 50 million in scrapping allowances has been paid to date, and 658 applications amounting to R32 million being processed, said the North West Province Premier, Mrs Edna Molewa during the old-taxi crushing function held in Rustenburg on the 18th March 2007 (The Mail, 23 March 2007:5).

2.6 Transport Planning

Transport planning influences the roll – out of the Recapitalisation Programme as the NLTTA requires that the planning authority, such as the Provincial Department or Local Municipality publish prescribed particulars of transport plans. Section 39 (2) of the NLTTA states that, in response to the Operating Licensing Board giving it written notices of any application for the granting, renewal, amendment or transfer of an operating licence, the planning authority must:

“Make its recommendations and any representations it considers fit, having due regard to the transport plans prepared for its area, if there are no such plans, according to due inquiries and investigations carried out by it; and submit them to the Operating Licensing Board...”

The Provincial Land Transport Framework set out a general strategy for the needs of persons with disabilities (Section 22 (2) (h)).

Planning authorities should have in place transport plans for their area to assist them in responding to the Operating Licensing Board and prescribe the usage of different classes of vehicles to be used as taxis. The type of transport plans required by the NLTTA, that is, Public Transport Plans (PTPs), which refer to an inter-modal transport plan of a particular municipality and Integrated Transport Plan (ITP), which is a municipality plan to regulate and control the operations of different modes of transport within a municipal area. These plans are to be in place as stated in Section 19 of the National Land Transport Transition Amendment Act, 2001 (Act, 2001 (Act No 31)).

To ensure transparency in the making of their recommendations to the Operating Licensing Board, the transport plans should be available for inspection to promote public participation (Section 19 (5) of the NLTTA).

2.7 Outstanding Tasks in the Area of Mafikeng

According to the Progress Report on Taxi Recapitalisation (Kubeka V. K. , 1st February 2007 : 1), the following tasks were still outstanding :

Licenses ready to be printed :

- Mmabatho Montshioa Mafikeng 5
- Seweding 2
- Molopo 2
- Magogoe United 1

Licenses declined :

- Magogoe United 3
- Seweding 1
- Mmabatho Montshioa Mafikeng 5

Licenses duplicates to be issued :

- Magogoe United 18
- Seweding 19
- Mmabatho Montshioa Mafikeng 34

Outstanding licenses to be granted :

- Seweding 12
- Molopo 25
- Magogoe United 18
- Mmabatho Montshioa Mafikeng 26

New members of Taxi Associations to be registered :

- Seweding 1
- Molopo 3
- Magogoe United 4

Registration of new Taxi Associations :

- Magogoe United 3
- Mmabatho Montshioa Mafikeng 1
- Molopo 1

Operating Licences issued, converted from Operating Permits :

- Mmabatho Montshioa Mafikeng 78

Operating Licences already printed :

- Seweding 72
- Molopo 51

- Magogoe United 45
- Mmabatho Montshioa Mafikeng 92 (Kubeka 2007 : 1)

2.7.1 Provincial Land Transport Framework (PLTF)

The framework states how the taxi industry has to be regulated and controlled in a particular province, in harmony with the prescripts of the National Land Transition Taxi Act (NLTTA).

The following is the outstanding task with regard to the North West Province :

- a. The North West Province was yet to publish a notice in English and at least one other official language in a newspaper circulating in the area making known that the PLTF has been completed and is available for public inspection, as required by Section 19 (5) of the NLTTA

2.7.2 Current Public Transport Records (CPTRs)

The current public transport records refer to the data of all taxis operating in a particular area, including the routes Gibb (2004).

The outstanding tasks for the North West Province are :

- a. The Province was yet to publish a notice in English and at least one other official language in a newspaper circulating in the area making known that the CPTR has been completed and is available for public inspection, as required by Section 19 (5) of the NLTTA.
- b. The CPTR 2004/205 must also identify the number of persons with disabilities per route and region, the type of disability and their collective transportation needs.

2.7.3 Operating Licence Strategy (OLS)

The Operating Licence Strategy refers to method the Taxi Recapitalisation Programme adopts to convert Operating Permits into Operating Licenses, Gibb (2004).

The outstanding tasks in this regard are :

- a. The OLS is to be submitted to the MEC for approval
- b. The Province was yet to publish a notice in English and at least one other official language in a newspaper circulating in the area.

2.7.4 Rationalisation Plans

Rationalisation Plans refer to the Municipal inter-modal transport plans designed by all District and Local Municipalities in compliance with the requirements of the Taxi Recapitalisation Programme, Gibb (2004).

The outstanding tasks in this regard are :

- a. The rationalisation plans were to be submitted to the MEC for approval on 1st May 2006
- b. The North West Province was to publish a notice in English and at least one other official language in a newspaper circulating in the area making known that the rationalisation plans for all District Municipalities are completed and are available for public inspection, as required by Section 19 (5) of the NLTTA (Status Quo, Gap Analysis and Advice for the North West province, October : 2003).

2.7.5 Public Transport Plans (PTPs)

Public Transport Plans refer to an inter-modal transport plan of a particular Municipality, that specifies routes, pick-up points and drop-off points, Gibb (2004).

The outstanding tasks in this regard are :

- a. The PTPs were to be submitted to the MEC for approval on 1st May 2006.
- b. The province was to publish a notice in English and at least one other official language in a newspaper circulating in the area making known that the PTPs for all district municipalities were completed and were available for public inspection, as required by Section 19 (5) of the NLTTA.

2.7.6 Integrated Transport Plan (ITP)

This is a public transport plan of a Municipality that regulates and controls the operations of different modes of transport within a municipal area, so that the public transport operates in an integrated form, Gibb (2004).

The following were the outstanding tasks :

- a. The ITPs were to be submitted to the MEC for approval on the 1st May 2006
- b. The province was to publish a notice in English, as at May 2006, and at least one other official language in a newspaper circulating in the area making known that the ITP for all district municipalities are completed and are available for public inspection as required by Section 19 (5) of the NLTTA.

2.8 The current state of affairs

According to the Status Quo, Gap Analysis and Advice Report (2006:28) the North West Department of Transport has made considerable progress regarding transport planning in terms of taxi recapitalisation implementation process. Both the local (Mafikeng) and national perspectives are herewith reflected in terms of the current state of affairs :

2.8.1 Contemporary issues : Local (Mafikeng) Perspective

According to the Taxi Recapitalisation Progress Report(Kubeka 2007:1), the following are the contemporary issues in the North West Province :

- The issuing of operating licenses by the North West Operating Licensing Board is at 80%.
- There are challenges in the process of issuing the operating licenses, namely; duplication of Operating Licenses, outstanding documents from taxi operators due to be submitted at the sector Department's Head Office in Mafikeng.
- The Technical Committee has developed a programme to visit all affected Taxi Associations in order to address these challenges.
- The temporary scrapping site known as Matlalong in Mafikeng has been identified.

- The sector Department is still awaiting a response from the Mafikeng Local Municipality regarding a permanent site.
- The official launch of the scrapping process in Mafikeng was scheduled for the 15th February 2007.

2.8.2 Contemporary issues : National perspective

The National Department of Transport's implementation of the Taxi Recapitalisation Programme began in earnest on 27th October 2006 in Botshabelo, Free State province, with an allocation of R 7.7 billion over seven years to the programme (Government Digest, February 2007:13). This has been followed by roll-outs in KwaZulu-Natal, Eastern Cape, and Northern Cape provinces. The appointed scrapping agency, namely; Siyazi Consortium, has set up facilities in each province and the goal was to recapitalise 85% of old taxi vehicles by 2010 (Government Digest, February 2007:15). Mobile units are taken to operators who are far from scrapping facilities. Proper implementation of the scrapping process is more important than the figures, says national minister of Transport. The taxi scrapping machine can crush a maximum of 120 vehicles a day (Government Digest, February 2007:15).

2.9 Financial Arrangements

The funding required for the implementation process in closing these gaps have to a large extent been budgeted for in their Medium Term Expenditure Framework (MTEF) for 2004 – 2007, Status Quo, Gap Analysis and Advice Report (2006:28). According to the Report, additional funding is required in the following aspects :

- Upgrading of taxi rank facilities in the Mafikeng area.
- Implementing Communication strategy: it is anticipated that the national government would provide assistance with implementing the national communication strategy.
- Appointment of staff in the sector Department, namely; Developmental Local Government and Housing, to reinforce the existing personnel with the implementation of the Taxi Recapitalisation.

2.10 Political Accountability

In terms of section 19 (5) of the NLTTA, the MEC has the competency to approve all transport-planning variables, namely: the operating licence strategies (OLS), Rationalisation Plans (RATPLANS), Public Transport Plans (PTP), and Integrated Transport Plan (ITP).

In accordance with Section 56 (1) of the NLTTA, the MEC after consultation with the Minister, is to give notice of a date on which registration of a taxi association or non – member will end. The MEC also has the competence to appoint a Provincial Registrar in terms of Section 53 (1) and (2) of the NLTTA. This allows for taxi associations and non – members to register. Subsequently the MEC must set a date when provisional registrations are published in the Government Gazette. The implementation procedure for the inter-provincial recapitalisation programme is the competency of the National Minister (Section 53 (1) and (2) of the NLTTA).

2.11 Conclusion

This chapter presented the introduction, nature and scope of the Mafikeng area. Literature on the implementation of Taxi Recapitalisation Programme was extensively discussed. The next chapter presents the research design and methodology.

Chapter 3

3. Research Design and Methodology

3.1 Introduction

This chapter presents the research design and methodology used to carry out the study. Further, the chapter outlines the design, data collection techniques, study population and data analysis.

3.2 Research design

The concept design refers to methods and techniques used to collect, analyse and interpret data (Du Plooy 2002 : 49). It is a process involved in developing or planning a research project, that is, a blueprint, or set of plans, for collecting information (Wimmer and Dominck, 1991 : 24).

Some designs are qualitative and others are quantitative in nature (Babbie and Mouton, 2004:72). For the purposes of this study, both the qualitative and quantitative approaches were used.

3.2.1 Qualitative research approach

The term qualitative is used to refer to the collection of methods and techniques sharing the same principles and logic. This means that the qualitative study uses a qualitative method for gaining access to research subjects. The approach uses qualitative methods of data collection, such as, semi-structured interviews. It also uses qualitative methods of data analysis, such as narrative or discourse analysis (Babbie and Mouton, 2004:270).

This type of approach is useful in policy research and evaluation studies (Hakim, 2000 : 37). For the purposes of this study, the qualitative approach, such as focus groups or one-on-one interviews using small samples, seeks to target specifically those involved in the implementation of the taxi recapitalisation programme in the Mafikeng area, with emphasis on meaning rather than measurement.

3.2.2 Quantitative research approach

This type of approach includes a number of related themes, such as qualification of constructs, which means the best way of measuring phenomena through assigning numbers to the perceived qualities of things. The related themes concern the central role of variables in describing and analysing human behaviour (Babbie and Mouton, 2004 : 49). In a quantitative study, the focus is on control of all components in the actions of participants (Henning, 2004 : 3).

For the purposes of this study, the quantitative approach, such as telephone interviews using large samples, seeks to target all stakeholders in the recapitalization programme in the Mafikeng area, with emphasis on measurement of volumes rather than the meaning of the recapitalization programme, which means the emphasis is on how the total number of respondents interviewed, and how many responded, and how.

This two-fold approach, namely; qualitative and quantitative, therefore constitutes an action - plan used to structure this research from start to an end.

3.3 Types of research designs

Research designs are mapped into two broad categories, the empirical or applied studies and the non-empirical or theoretical studies (Mouton, 2001: 43). The following discussion focuses on these two designs.

3.3.1 Empirical studies

These are applied or practical research which help to bring about improvement to phenomena. Their classifications are : ethnographic designs, participation action research, surveys, comparative studies, experiments, evaluation research, secondary data analysis, content analysis and discourse analysis (Mouton, 2001:144). However, for the purposes of this study, the research confined itself to the four classifications, namely; participatory action research, surveys, evaluation research and content analysis.

3.3.2 Participatory action research

The subject of research in this study is taxi associations and sector department officials, which are involved as an integral part of the design. Textual data, that is; interview and survey questionnaires were used to gain understanding and insight into life-worlds of participants.

3.3.3 Surveys

These are usually quantitative in nature and aim to provide a broad overview of a representative sample of a large population and use numeric data (Mouton, 2001 : 152). In this study they were used to describe, explain and explore the programme of taxi recapitalisation in relation to respondents. In the process, attitudes and orientations of participants will be measured (Babbie and Mouton, 2004 : 232).

3.3.4 Evaluation research

The intervention programme by government, namely; Taxi Recapitalisation Programme (TRP), were checked or evaluated if it has been properly implemented, whether target groups (taxi associations and sector departments officials) have been covered, and lastly, whether intervention was implemented as intended.

Evaluation provides clearly defined criteria for succeeding by systematically collecting evidence from a sample of unit (Babbie and Mouton, 2004:335). This means that evaluation measures the implementation and outcomes of strategies put in place to address a certain problem. Likewise, this study sought to qualitatively evaluate the intervention strategies aimed at regulating the taxi industry, namely, qualitative evaluation of perceptions on the implementation of the Taxi Recapitalisation Programme around Mafikeng. It is qualitative in the sense that data collected were broken down into manageable themes and percentages.

3.3.5 Content analysis

Content analysis refers to analysing the content of text or documents, for example, annual reports, speeches and journals (Babbie and Mouton, 2004 : 165). In this study, the content of speeches made by President Thabo Mbeki, Minister of Transport, Mr Jeff

Radebe, North West province Premier, Mrs Edna Molewa, and North West province MEC for Transport, Mr Jerry Thibedi, were analysed and annual reports by both national and provincial sector Departments as well as eight Taxi Associations in the Mafikeng area were analysed. Journals published on the taxi recapitalisation programme were analysed as well.

3.3.6 Non-empirical studies

Non-empirical or theoretical studies are classified into conceptual studies, philosophical analysis, theory building and literature review (Mouton, 200 :175). However, for the relevance of this study, the researcher confines himself to the category of literature review, which is explained in detail in the following discussion.

3.3.7 Literature review

This classification was used in this study to contextualise the research project to form an argument about the case, that is, to synthesise literature on the topic of the research project. Literature may be presented thematically, that is, in a way that traces the issues and connections between them and gaps in the literature that are covered by the research. It may also be presented chronologically, that is, analysing research that was done before to create the context of the study project and point out major advances on the current study (Mouton).

The best way to review literature is through advancing the argument, that is, argument by referring to literature and pointing out what has already been researched in relation to the topic (Henning, 2004 : 28). Advancement of argument in this study was done through reviewing annual reports of sector departments, both nationally and provincially, speeches made by those who are politically accountable, namely, President Thabo Mbeki, Minister Jeff Radebe, Premier Edna Molewa, and MEC Jerry Thibedi, as well as some published journals on the topic.

3.4 Research Methodology

3.4.1 Explanation of research methodology

The concept research methodology refers to a research strategy that the researcher employs to carry out a study (Du Plooy, 2002 : 6). It involves data collection techniques, which explain the manner and methods which were employed for the collection of data. The methodology thus focuses on processes, tools and procedures used in a study, as well as steps to be followed in the research process (Babbie and Mouton, 2004 : 75).

3.4.2 Data collection techniques

The data collection techniques used in this study were the questionnaire and interviews, as explained in the following discussion.

3.4.3 Questionnaire

A questionnaire is a kind of survey method used by researchers to elicit the most responses from a sample of individuals presumed to have experienced the phenomenon of interest (Nachmias and Nachmias, 1996 : 224).

The questionnaire was designed using the following steps :

- i) List of key themes : the researcher draws a list of questions the study is intending to answer.
- ii) Identify key concepts : these involve various categories that the researcher thinks about, thus enabling him or her to recognise things, sorting them into groups and generalising about them.
- iii) Identify the variables : here concepts are translated into variables, that is, usage of key concepts
- iv) Distinguish between variables : variables are sorted out for the questionnaire to trace relationships between such variables, Du Plooy (2006:6).

3.4.4 Types of questionnaires to be used in the study

Two types of questionnaires were used in this study, standardized and self-administered, as explained in the following discussion.

i) **Standardised questionnaire** : questions are presented with exactly the same wording, and the same order to all respondents, in this form of questionnaire. This is to ensure that respondents reply to the same questions (Selltiz, Wrightsman and Cook, 1976 : 309). Questions are in an open-ended or closed-ended manner. Open-ended questions are those designed to allow free responses from subjects, rather than being limited to stated alternatives. Respondents are given the opportunity to answer in their own terms and in their own frame of reference. Close-ended questions are those in which responses are limited to stated alternatives, for example, a simple yes or no, or multiple choice answers (Selltiz, Wrightsman and Cook).

➤ **Advantages of open-ended questions**

These questions are not followed by any kind of specified choice, responses are recorded in full, they do not force respondents to adapt to preconceived answers, they enable the researcher to clear misunderstandings and they encourage good reputation (Nachmias and Nachmias, 1996 : 254).

➤ **Disadvantages of open-ended questions**

Nachmias and Nachmias (ibid) state that open-ended questions are difficult to answer and analyse, a coding frame has to be designed to classify answers and information might get lost during this process. They are complex, difficult and expensive to analyse, in addition, they may fail to bring responses relevant to what the researcher is looking for (Selltiz, Wrightsman and Cook, 1976 : 313).

➤ **Advantages of closed-ended questions**

They are quick to ask and quick to answer, they require no writing by respondents and their analysis is straight forward (Nacmias and Nachmias, 1996 : 254). They also provide uniformity of responses, and can be easily transferred directly into a computer format (Babbie and Mouton, 2004 : 233).

➤ **Disadvantages of closed-ended questions**

They may introduce bias, either by forcing the respondent to choose from given alternatives that might not have come to mind (Nachmias and Nachmias, 1996 : 254). They may also provide unclear responses and opinions of respondents and may not be clearly captured (Babbie and Mouton, 2004 : 234).

- ii) Self-administered questionnaires : respondents are asked to complete questionnaires themselves in this type of questionnaire. They are only appropriate when the population to be studied is literate and may also be administered to a group of respondents gathered at the same place. The type of a self-administered questionnaire used in this study was hand delivered accompanied by a letter explaining how the questionnaire was to be completed. It is classified as an impersonal survey method which is useful in research projects (Babbie and Mouton, *ibid*).

➤ **Advantages of self-administered questionnaires**

They are less costly, reduce biasing errors, provide greater anonymity and thus freedom (Nachmias and Nachmias, 1996 : 225).

➤ **Disadvantages of self-administered questionnaires**

They require only simple questions, there is no opportunity for probing, there is no control over who fills in the questionnaire and there is often a low response rate (Nachmias and Nachmias, *ibid*).

3.4.5 Interviews

An interview is an interaction between two or more people, where one is the interviewer who has a set of questions to be answered in a particular order (Babbie and Mouton, 2004 : 289). Interviews are simple methods of data collection since they are easy to use and they allow objects of study to speak for themselves; they are common, flexible, interactive and continuous (Babbie and Mouton, 2004 : 289).

An interview is a conversation with a purpose (Maykut and Morehouse, 1994 : 79). There are two types of interviews, structured and unstructured interviews, as explained in the following discussion.

3.4. 6 Structured interviews

Structured interviews refer to a situation where the interviewer interacts with the respondent, asking standardised questions (Du Plooy, 1991 : 177). In this study the researcher asked respondents a series of pre-determined questions through a face-to-face situation. Responses were recorded in the questionnaire, followed in a standardised manner. Respondents received similar set of questions, asked in the same sequence. The data collected dealt with the meaning of the recapitalization programme and causes of the delay of the implementation, rather than statistics and numbers.

The variables were divided and analysed according to planning and participation, relevance and feasibility of the taxi recapitalisation programme, capacity of implementing agents, readiness of institutional arrangements (eight taxi associations and the NW Dept. of Transport, Roads and Community Safety).

3.4.7 Unstructured interviews

Unstructured interview is a technique of data collection where an interviewer creates an atmosphere of trust to encourage the respondent to talk about a particular topic, with the view to obtaining insight and depth into the topic being investigated, and to allow the respondent more freedom in responding in his or her own words (Du Plooy, 1991 : 178). In this study structured, interview questions were prepared beforehand. The researcher was not rigid, but flexible. He did not stick to structured questions, but often departed from them and asked questions differently as the situation demanded.

The situation of flexibility is brought about by an instance where the respondent finds it difficult to answer or express themselves, or information is highly sensitive (Legotlo, 1996:32).

3.4.8 Usage of interviews

The data collected for this study has a direct bearing on the objectives of the study, namely, to establish level of participation of all stakeholders, to establish the feasibility and relevance of the taxi recapitalization programme, to assess capacity of implementing agents, and to assess readiness of institutional arrangements. Therefore, the usage of interviews in this study was relevant and significant as they assisted the researcher to go even deeper into the motivation of respondents and their reasons for responding as they do (Bobbie, 1995: 324).

3.5 Population

3.5.1 Explanation of population

The concept population refers to a group or class of subjects, variables, concepts, or phenomena (Walizer and Wienir, 1978 : 63). It also refers to all possible units of analysis (Du Plooy, 2002 : 100). The population of this study consisted of officials from the North West Department of Transport, Roads and Community Safety and executive members of the eight (8) Taxi Associations in the Mafikeng area.

However, to be practical, the study used the sample, rather than the entire population since it will take long time to interview them due to high numbers. The sample of the study is explained in the following discussion.

3.5.2 Research Sample

Research sample is a subset of the population, in this case, members of the Executive Committees of the eight Taxi Associations in the Mafikeng area, and senior Officials at the sector department in the North West province.

A sample that is not representative of the population, regardless of its size, is inadequate for testing purposes (Wimmer and Dominick, 1991 : 63). The research sample of this study therefore was ten members of each Executive Committee of eight Taxi Associations in the Mafikeng area ($10 \times 8 = 80$) and twenty senior Officials of the North West Department of Transport, Roads and Community Safety, namely, Head of Department (HoD), Chief Director for Transportation, Director for Road Transport,

Taxi Registrar in the North West province, Chief Financial Officer (CFO), the North West province Taxi Recap Coordinator, Director – Policy and Regulation, Deputy Director – Transport Policy, Assistant Director – Transport Policy, Director – Office of the MEC, Personal Assistant to the MEC, Assistant Director – Policy, Assistant Director – Special Projects, Director- Communications, Deputy Director - Communications, Assistant Director – Communications and a two Taxi Assessors.

This means the total sample was $80 + 20 = 100$. The total number of respondents who participated in the study was 100 from a population estimated at 300, including sector department and taxi associations. Respondents were asked all the questions, but emphasis differed for each respondent depending on their area of occupation or background. To ensure authenticity in the research sample, the sampling procedure was followed in the following manner.

3.5.3 Sampling (selecting units of analysis)

Sampling involves following a particular rigorous procedure when selecting units of analysis from a larger population (Du Plooy, 2002 : 100). It can be divided into two categories, probability sampling, selected according to mathematical guidelines whereby the chance for selection of each unit is known and non- probability sampling which does not follow the guidelines of mathematical probability, thus, does not allow the researcher to calculate the amount of sampling error present in a research study (Wimmer and Dominick, 1991 : 64).

➤ Advantages of sampling

According to Brynard and Hanekom (1997: 43), sampling has the following advantages:

- It saves time, particularly if the population is large.
- It is cost-effective in that it cuts costs of collecting data from every element of a population.
- It is easier to study a representative sample of a population than to study the entire population.

3.5.4 Sampling types

Du Plooy (1991:103) identifies three types of sampling, systematic sampling, convenience sampling and simple random sampling, as explained in the following discussion.

3.5.4.1 Systematic sampling

Systematic sampling refers to selecting every unit from the sampling frame (Du Plooy, 1991 : 103). This type of sampling is convenient for the researcher because it made it easy to select a sample size from a large population (Nachmias and Nachmias, 1992:177). For example, selecting only members of the Executive Committees of Taxi Associations rather than the entire membership, or selecting only few senior managers directly involved with the Taxi Recapitalisation Programme instead of the entire employees of the North West Department of Transport, Roads and Community Safety.

3.5.4.2 Convenience sampling

Convenience sampling is sometimes referred to as an accidental, an available or an opportunity sample, drawn from units of analysis that are conveniently available (Du Plooy, 1991 : 114). With this type of sampling, it is easy for the researcher to select anyone who is available for inclusion in the sample. It is not a reliable research design though, as the researcher may tend to select, for example, friends, colleagues, or neighbours because they are easy to locate (Saunders, 200 : 13).

3.5.4.3 Simple Random sampling

Simple random sampling means every unit in the population has an equal chance of being selected (Du Plooy, 1991 : 102). According to Lehtonen and Pahkinon (1994:21), this type of sampling is the basic form of probability sampling applicable to situations where there is no previous information available on the population. It ensures that each population element has an equal chance of being selected. Once sampling has been done and questionnaires distributed, or interviews conducted with participants, then data are collected and analysed accordingly.

3.6 Data analysis

3.6.1 Explanation of data analysis process

Data analysis refers to a process of analysing content, recording frequency with which certain symbols or themes appear in the data, using units of analysis time duration. The units could be physical, syntactic, such as words, thematic units, such as HIV/AIDS, propositional units such as questions, answers or statements (Du Plooy, 1991 : 191).

3.6.2 Units of analysis used in this study

In this study, the units of analysis used were physical units, that is, the actual selected participants (sample), from the entire population of the study, to assess the time duration for the implementation of the Taxi Recapitalisation Programme (TRP) since its initiation in 1998. The other units of analysis used in the study were the propositional units in the form of questions asked to respondents, in prepared, standardised and self-administered questionnaire. This study was evaluative in nature since it was based on scientific methods to measure the progress made regarding implementation of the Taxi Recapitalisation Programme in the Mafikeng area.

The study employed content analysis, that is, qualitative content analysis, which is the analysis of content of texts or documents such as annual reports, speeches, journals and media reports.

3.6.3 Analysis of data collected

Data analysis begins with scoring questionnaires and combining responses, in a search for explanation and understanding (Blaxter, 1996 : 185). To analyse the data collected in this study, a computer aided programme (MSEXcel – XLSTAT) was used to present the results. Bar charts, graphs and tables depicted the findings of the respondents in an understandable manner.

3.7 Case study as research methodology

3.7.1 Definition of case study

Case study refers to a representation of a comprehensive description and components of a social situation, event, organization, community or nation. It is an ideal method to be used in a study when an in-depth investigation is needed (Babbie, 1995:214).

3.7.2 Case study applied to this research project

The analysis of the implementation of the taxi recapitalisation programme in the Mafikeng area was essentially a case study. The researcher intended to analyse the progress made in the implementation of the taxi recapitalisation programme (TRP) within the Mafikeng area since the announcement of the implementation phase by the national government in 2005.

3.8 Conclusion

This chapter outlined in detail the research design, methodology used to carry out the study, data collection methods, study population and usage of questionnaires. The next chapter (4), presents the analysis and interpretation of results of the investigation on the implementation of the taxi recapitalisation programme within the Mafikeng area.

Chapter 4

4. Data analysis and interpretation of results

4.1 Introduction

This chapter presents the analysis and interpretation of results of the analysis on the implementation of the Taxi Recapitalization Programme within the Mafikeng area. The primary data collected during the investigation are summarised and discussed. The questionnaire was used to collect data and copies of the questionnaire were administered by direct contacts.

4.2 Distributed and returned questionnaires

Table 4.1 Response rate

	ANNEXURES	DISTRIBUTED	RETURNED	TOTAL %
Taxi Associations	B	80	80	100%
Sector Department	C	20	19	95%
Total			99	99%

Table 4.1 is shows the response rate of all participants from both Taxi Associations and provincial sector Department. All executive members from eight (8) taxi associations within Mafikeng area under the umbrella of the Central District Taxi Council participated in the survey with 100% (80) response rate. Participants from the sector Department responded with 95% (19) out of twenty (20) response rate, only one official declined to participate in the survey.

4.3 Presentation of the results

The results of the study are presented in separate format of presentations. The questionnaires used to collect the data are attached as Taxi Associations: Annexure B and Sector Department: Annexure C.

Sector A (Questionnaire to members of Taxi Associations)

4.4 Biographical data of Taxi Associations members.

The following tables and bar charts depict biographical data of the respondents from Taxi Associations members and sector Department participants, such as gender, age groups, educational qualifications, affiliation of membership in a particular Association and years of work experience.

Biographical data for Taxi Associations members

Table 4.2 Gender of Taxi Associations members

Sections of TRP implementation	Gender				Total
	Male		Female		
	Freq	%	Freq	%	
Taxi Associations members	62	77.5	18	22.5	80

In the large sample of 80 taxi associations participants, the majority of the participants (62) 77.5% were male and minority (18) 22.5% were female. Therefore, the majority of participants from Taxi Associations were male.

Figure 4.1 Age of Taxi Associations participants

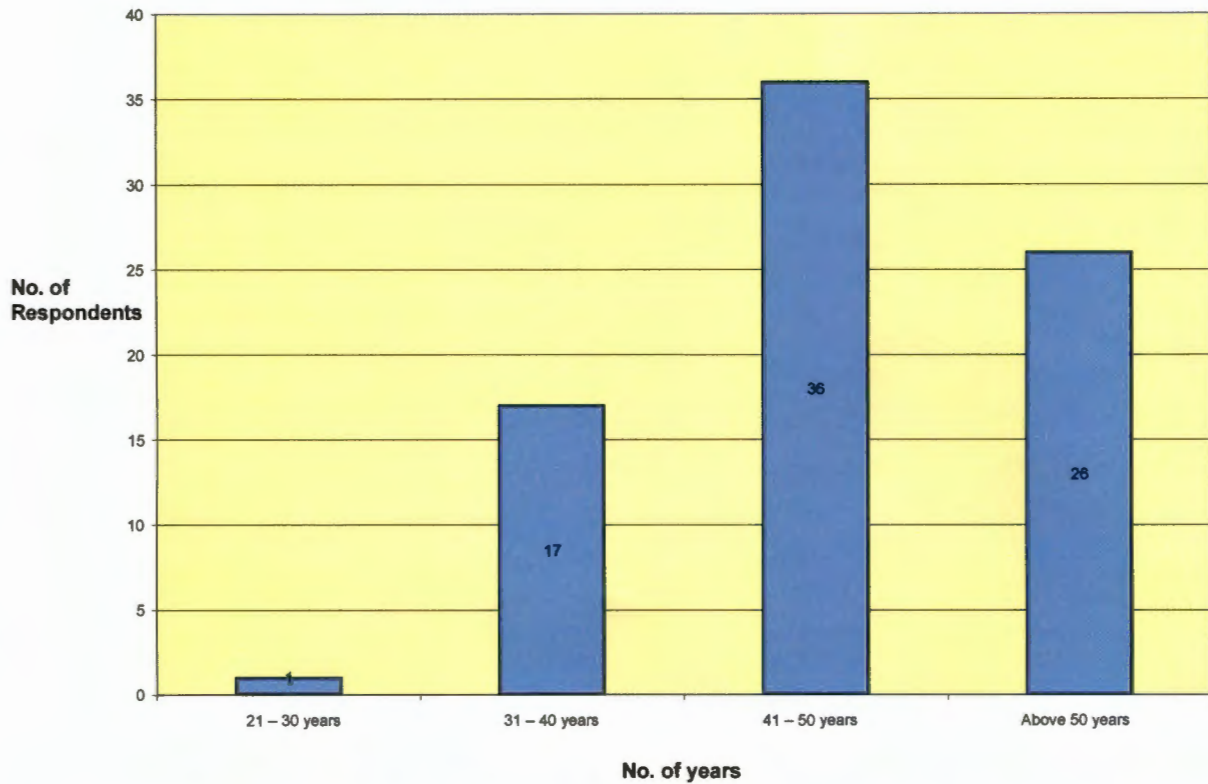
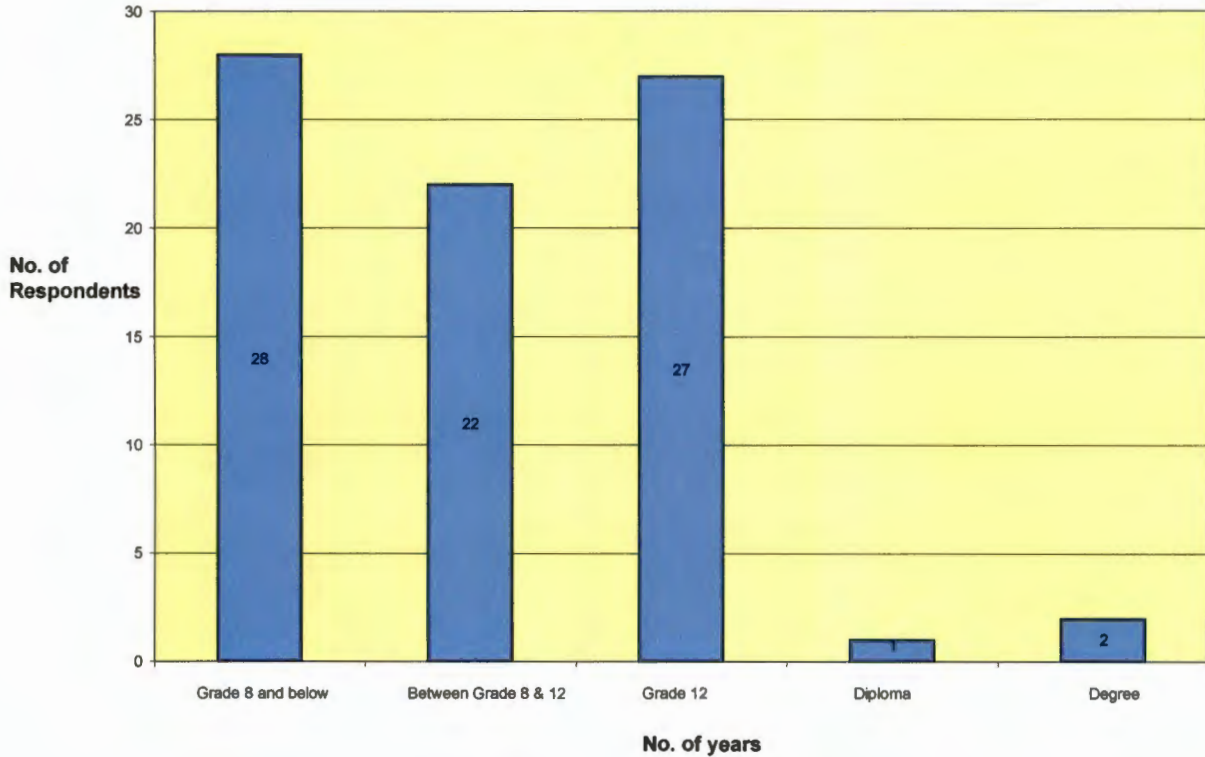


Figure 4.1 shows that the majority of respondents (36) 45% were between 41 and 50 years of age, followed by 26 (33%) respondents with more than 50 years and 17 (21%) fell within the age range of 31 – 40 years. Only one respondent (1.3%) was between the age range of 21 to 30 years. Therefore, many of the participants were middle age.

Figure 4.2 Highest qualifications of Taxi Associations participants



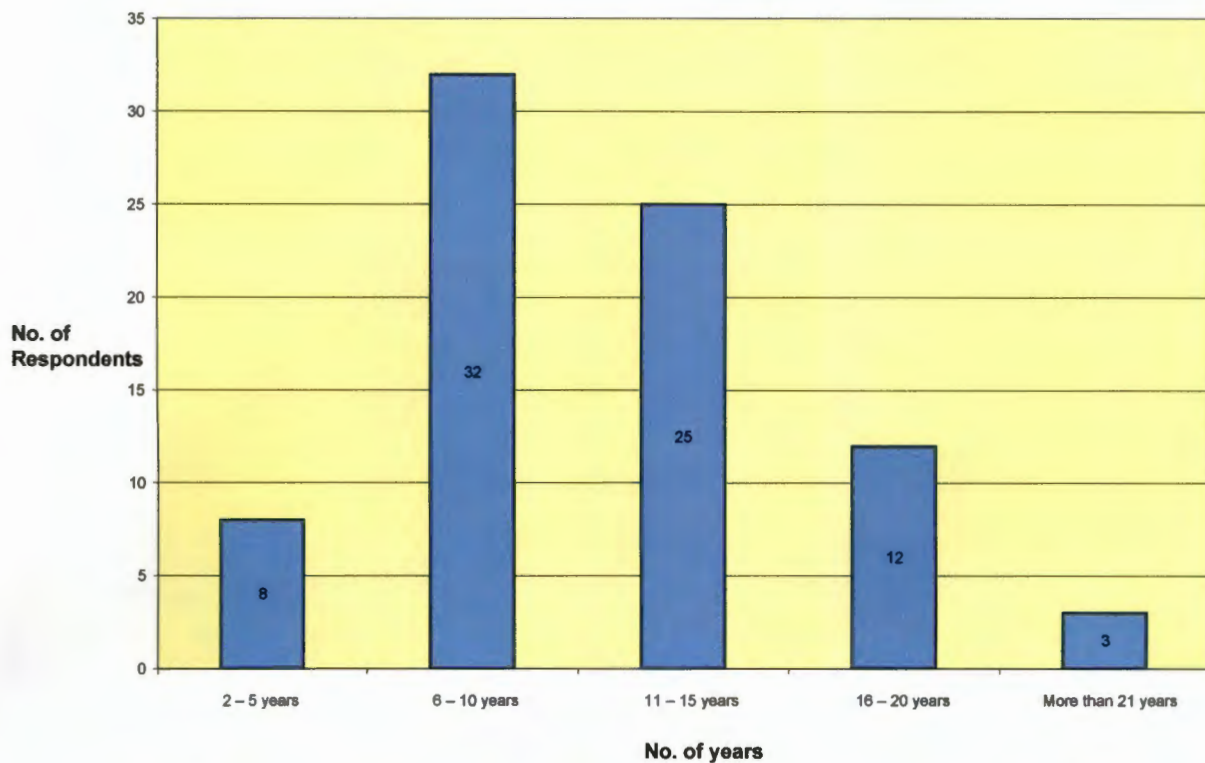
The data in Figure 4.2 revealed that majority of Taxi Associations respondents 28 (35%) had Grade 8 and below as the highest qualifications, followed by 27 (34%) respondents with only Grade 12 as the highest qualifications, thus 22 (28%) respondents have between Grade 8 and 12 as the their highest qualifications. Only two (3%) respondents held degree qualifications. It was further revealed that one (1.3%) respondent had a diploma certificate as their highest qualification. But none of the respondents had a post graduate degree. This depicts high illiteracy rate within the Taxi Associations members in the Mafikeng area.

Table 4.3 Taxi Associations affiliation

		Frequency	Percent
Valid	Molopo	18	22.5
	BOLDTA	10	12.5
	SEWEDING	6	7.5
	SATA	11	13.75
	Magogwe United	13	16.25
	Nowetra	9	11.3
	MMMTA	7	8.75
	Ramogalo	6	7.5
	Total	80	100.0

The question in Table 4.3 was asked to involve numerous Taxi Associations around the Mafikeng area in this study. Based on eight (8) taxi associations that participated in this study, 18 (22.5%) respondents were from the Molopo District taxi associations, followed by Magogwe United with 13 (16.25%), and 11 (13.75%) from SATA. The ten (12.5%) BOLTA members also participated and nine (11.25%) NOWETRA. Only seven (8.75%) few respondents from MMTA and six (7.5%) SEWEDING and RAMOGALO.

Figure 4.3 Number of years as a member of Taxi Association



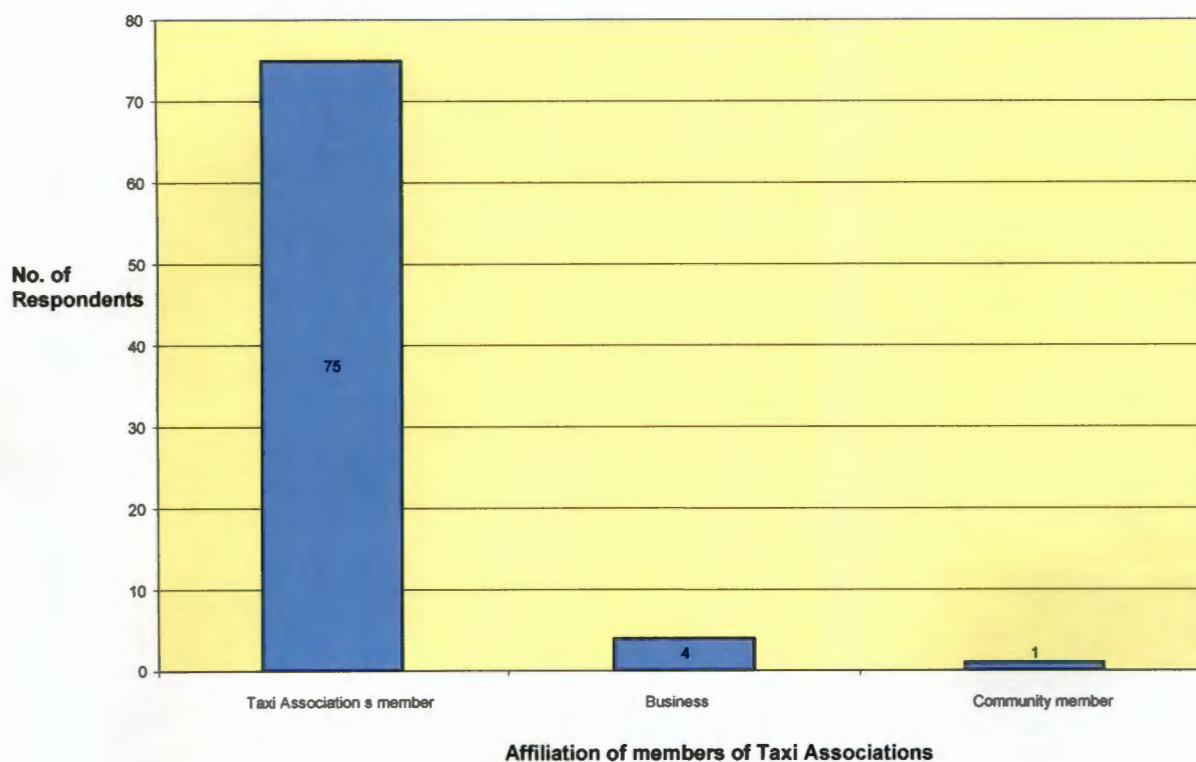
The information in Figure 4.3, that the majority of the participants with 32 (40%), have been members of taxi associations from six to ten years, slightly followed by 25 (31%) of members with 11 to 15 years and 12 (15%) for 16 to 20 years. Only eight (10%) respondents have been members for a period of two to five years and three (3.8%) had also been members for more than 21 years. Therefore, the majority of the participants were members of their taxi associations from five to 20 years.

Table 4.4 Description of present work situation

		Frequency	Percent
Valid	Unemployed	2	2.5
	Self employed	59	73.8
	Employed (informal sector)	13	16.3
	Employed (formal sector)	5	6.3
	None of the above	1	1.3
	Total	80	100.0

The information in Table 4.4, reveals that the majority of taxi associations respondents with (59) 73.8% are self employed, followed by (13) 16.3% of participants been employed (informal sector). Hence only (5) 6.3% declared to be employed (formal sector) and only (2) 3% of the respondents appeared not to be employed at all. Above all, only one respondent (1.3%) showed that none of the options given best suits him or her.

Figure 4.4 Affiliation of membership



It is evident from Figure 4.4 that the majority of the respondents 15 (94%), are members of taxi associations. Only four respondents (5%) were on a business and one respondent (1.3%) was a member of a community.

Section B (Survey questions)

Table 4.5 Background of Taxi Associations members about TRP

Background concerning Taxi Recapitalization Programme	Yes		No		Total %
	Freq	%	Freq	%	
Have you heard of Taxi Recapitalization Programme?	80	100.0	0.0	0.0	100.0
Do you know what TRP is?	79	98.8	1	1.3	100.0
Are you aware of the importance of this programme?	79	98.8	1	1.3	100.0
Have you ever participated in the initiation planning process in your association?	77	96.3	3	3.8	100.0
Did you participate in the needs analysis phase of TRP?	74	92.5	6	7.5	100.0
Do you think the programme is realistic?	70	87.5	10	12.5	100.0

Table 4.5 shows that all 80 (100%) respondents from taxi associations were well aware of Taxi Recapitalization Programme as a decision taken by the Parliament of the Republic of South Africa in terms of the National Land Transport Act (NLTTA) in 1998. All the respondents 80 (100%) had heard about the TRP and 79 (98.8%) knew exactly what it meant, hence same percentage of 79 (98.8%) understands the importance of it. It was also evidenced that majority 77 (96.3%) of the participants had participated during the initiation planning process, hence 74 (92.5%) also participated in the needs analysis phase of the programme and 70 (87%) thought that the programme was realistic. In conclusion, it was found that almost all the respondents had good knowledge and background of TRP.

Table 4.6 Importance of TRP

Is TRP really important?	Disagree		Neither Agree or disagree		Agree		Total %
	Freq	%	Freq	%	Freq	%	
TRP will reduce fatalities on South African roads	2	2.5	5	6.3	73	91.3	100.0
TRP will help to improve work conditions in taxi industry	5	6.3	4	5	71	88.8	100.0
TRP will normalize taxi industry through regulation	4	5	5	6.3	71	88.8	100.0
TRP will improve commuter safety	0	00.0	0	00.0	80	100	100.0
TRP is mainly about regulating taxi industry	0	00.0	0	00.0	80	100	100.0
TRP can be implemented if everybody plays their part	3	3.8	1	1.3	46	45.1	100.0
TRP is a mere "dream" and there are no resources to implement it	64	80.1	5	6.3	11	13.8	100.0

Note: Some of the likert scales have been combined due to same meaning and similarities i.e. Strongly disagree + Disagree = Disagree and Strongly agree + Agree = Agree

Different questions were asked to taxi associations respondents to measure the importance of TRP. Table 4.6 shows that the majority of the respondents with (73) 91.3% agrees that the TRP will reduce fatalities in South African roads, though (2) 2.5% of them disagree and (5) 6.3% neither agree or disagree, whilst the same number of the respondents (71) 88.8% agree that this programme will help to improve work conditions in the taxi industry (though (5) 6.3% of them disagree with that idea and (4) 5% neither

agree or disagree). It is also evidenced that majority of the respondents (71) 88.8% agree that TRP will also normalize taxi industry through regulation, though (4) 5% disagree with that and (5) 6.3% of the respondents neither agree or disagree).

All the respondents (80) 100% agree with the fact that this programme will improve commuters' safety and (80) 100% of them spoke with one voice that TRP is mainly about regulating taxi industry.

Finally, the majority of the respondents with (76) 97.7% agrees that TRP can be implemented if everybody plays his or her part, except few respondents (3) 3.8%, who disagreed with that and only one (1.3%) respondents neither agree or disagree and (64) 80.1% disagree with the fact that TRP is a "dream" as there are no resources to implement it. In general, almost all respondents are positive about the TRP and are ready for its implementation.

Participation in Taxi Associations meetings

Table 4.7 Stakeholders participation

Stakeholder's participation	Yes		No		Not sure		Total %
	Freq	%	Freq	%	Freq	%	
Do you normally participate in Taxi Association meetings?	80	100	00.	00.	00.0	00.	100.0
Are you aware of what is expected of you in Taxi Association meetings?	80	100	00.	00.	00.	00.	100.0
Have you been trained to participate in the affairs of the Taxi Association?	72	90.0	5	6.3	3	3.8	100.0
Are you familiar with the process of holding chairpersons of associations accountable for a slow pace of implementation?	74	92.5	5	6.3	1	1.3	100.0
Are you familiar with the process of holding Sector Department Officials accountable for a slow pace of implementation?	43	53.8	13	16.3	24	30	100.0
Are you familiar with the process of holding MEC accountable for a slow pace of implementation?	29	36.3	24	30.0	27	33.8	100.0

The data in Table 4.7, 80 (100%) taxi associations respondents are normally participating in taxi associations meetings, not only TRP meetings per say. It is further evidenced that 80 (100%) of taxi associations respondents are aware of what is expected of them in taxi associations meetings, and 72 (90%) of them have been capacitated to participate in the affairs of taxi associations except only five (6.3%) disagree that they have not been capacitated to participated in the affairs of Taxi Associations and only three respondents (3.8%) are not so sure if they have been capacitated or not.

Further analysis reveals that majority of the respondents with 74 (92.5%), agree that they are familiar with the process of holding chairpersons of associations accountable for a slow pace of implementation, except only five (6.3%) of the respondents who disagreed on that and one respondent (1.3%) was not sure, hence 43 (53.8%) of the respondents also agrees that they are familiar with the process of holding sector Department officials accountable for a slow pace of implementation, though 24 (30%) of them were not sure and 13 (16.3%) totally disagree with the fact that they are familiar with the process of holding sector Department officials accountable for a slow pace of implementation. The data also shows that the majority with 29 (36.3%) indicated that they are familiar with the process of holding the MEC accountable for a slow pace of implementation, though some of them with 33.8% are not sure and 30% disagree on that. In fact, many participants from Taxi Associations are aware and familiar with all processes of TRP implementation.

Participation in Taxi Associations meetings regarding TRP

Table 4.8 Taxi Associations meetings

Attendance of meetings by participants	Yes		Always		Sometimes		Total %
	Freq	%	Freq	%	Freq	%	
Do you attend Taxi Association meetings on TRP?	67	83.8	12	15.0	1	1.3	100.0
Does your chairperson convene regular Taxi Association meetings?	79	98.8	00.0	00	1	1.3	100.0

The data in Table 4.8 shows that the majority of respondents with 67 (83.8%) are attending meetings of taxi associations on TRP, whilst 12 (15%) of respondents indicated that they attend those meetings, and always and only one respondents showed that he or she is attending the meetings sometimes.

Table 4.8 further shows that the majority of the respondents 79 (98.8%) agree that the chairperson convenes regular meetings of Taxi Associations, except only one respondent who feels that chairpersons convene regular meetings sometimes.

4.5 Biographical data for sector Department participants

Table 4.9 Gender for sector Department participants

Sector Department participants in charge of TRP implementation	Gender				Total
	Male		Female		
	Freq	%	Freq	%	
Sector Department	12	63.2	7	36.8	19

Table 4.9 shows that the majority of participants from the sector Department were male 12 (63.2%) while women were seven (36.8%).

Figure 4.5 Number of years in the sector Department for same position

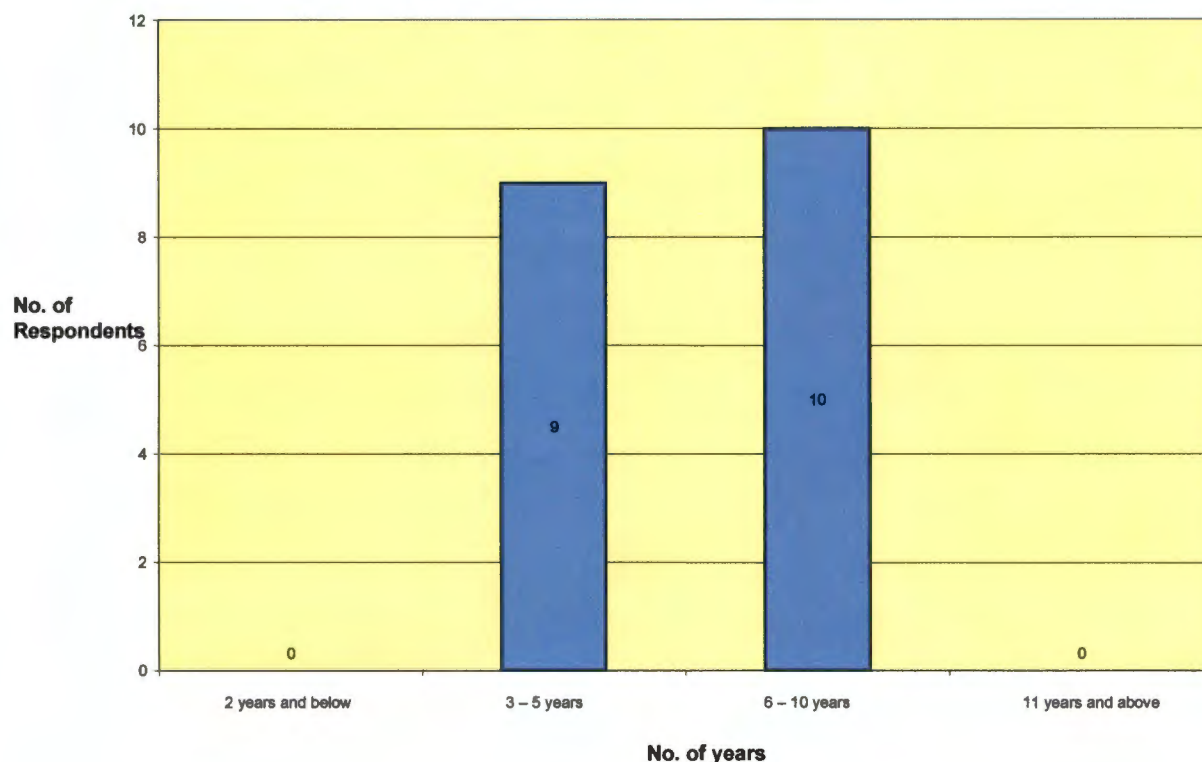


Figure 4.5 shows that the majority of respondents ten (53%) had been in the similar positions for 6 to 10 years, and 9 (47%) of respondents have been there for three to five years. None of the respondents have been in similar positions for two years and below, similarly for 11 years and above.

Table 4.10 Position held in the sector Department

		Frequency	Percent
Valid	Chief Directorship	2	10.5
	Chief Financial Officer	1	5.3
	Directorship	2	10.5
	Deputy Director	3	15.7
	Head of Department	1	5.3
	TRP coordinator	4	21.1
	Taxi Assessors	6	31.6
	Total	19	100.0

Table 4.10 shows that the respondents were given an option to specify their position in the Department. Majority of respondents with 6 (31.6%) were Taxi Assessors followed

by TRP coordinator with four (21.1%). Deputy Directors also participated with three (15.6%) and equal distribution of Chief Directors and Directors with two (10.5%), hence only one Chief Financial Officer and one Head of Department also participated with one (5.3%).

Participation of stakeholders

Table 4.11 Stakeholders participation

Stakeholder participation	Yes		No		Not sure		Total
	Freq	%	Freq	%	Freq	%	%
Has the Department completed the transport plan for Mafikeng relating to TRP?	2	10.5	13	68.4	4	21.1	100.0
Did all stakeholders participate in the development of the Transport plan for Mafikeng in relation to TRP?	5	26.3	3	15.8	11	57.9	100.0
Has the Department made provision for Taxi Association and commuter forums participation in the development of the Transport plan relating to TRP?	18	94.7	00.0	00.0	1	5.3	100.0

Table 4.11 shows that in the sector Department, majority of the respondents with 13 (68.4%), disagreed that the Department completed the Transport Plan for Mafikeng area related to TRP, even though some respondents with four (21.1%) appeared not being sure and two (10.5%) agreed that the Department completed the Transport Plan for Mafikeng area relating to TRP. The data revealed that majority of respondents with 11 (57.9%) are not sure if all stakeholders participated in the development of the Transport Plan for Mafikeng area in relation to TRP and except only five (26.5%) respondents who agreed that all stakeholders participated in the development and only three (15.8%) disagreed.

Further, 18 (94.7%) of respondents agreed that the Department had made provision for taxi associations and commuter forums participation in the development of the Transport Plan relating to TRP, though only one respondent (5.3%) was not sure. In this regard, it is evident that the sector Department is not ready from its own side for the implementation of TRP.

Implementation of TRP

Table 4.12 Implementation of TRP from sector Department

Implementation of TRP	Disagree		Neither Agree or disagree		Agree		Total
	Freq	%	Freq	%	Freq	%	%
There are no sufficient funds to implement the programme	4	21.1	11	57.9	15	79	100.0
Officials and Taxi Associations lack skills to manage the programme	15	79.0	2	10.5	2	10.5	100.0
There is too much backlog on crushing old vehicles, building taxi facilities, developing Municipal Transport Plans, awarding the bid to the preferred vehicle manufacture	1	5.3	1	5.3	17	89.5	100.0
No-participation and lack of coordination of sector department	7	36.9	10	52.6	2	10.5	100.0
There is serious lack of infrastructure facilities (Ranks)	00.0	00.0	2	10.5	17	89.5	00.0
<i>Note: Some of the likert scales have been combined due to same meaning and similarities i.e. Strongly disagree + Disagree = Disagree and Strongly agree + Agree = Agree</i>							
Role and taxi facilities	Yes		No		Not sure		Total %
	Freq	%	Freq	%	Freq	%	
Are there any members of Taxi Associations participating in the implementation process?	19	100.0	00	00.0	00	00.0	100.0
Do you know the roles of Associations members and officials with specific reference to the implementation of TRP?	18	94.7	00	00	1	5.3	100.0
Infrastructure since 2005	Improve		Same		Not sure		Total %
	Freq	%	Freq	%	Freq	%	
After the TRP implementation date announcement in 2005, is there any infrastructure development that has been built?	4	21.1	14	73.7	1	5.3	100.0

Since the establishment of the TRP in terms of the National Transport Transition Act (NLTTA) in 1998, it has not been easy for the government to implement this programme. In this regard, questions were asked to the sector Department participants to identify all the possible obstacles in implementation of this programme. Table 4.12 demonstrates that, the majority of the respondents 15 (79%) agree that there were no funds to implement the programme, except 11 (57.9%) respondents who neither agree nor disagree and four (21.1%) of the respondents completely disagreed.

Further, 15 (79%) disagreed that officials and taxi associations members lack skills to manage this programme, though equal distribution of respondents two (10.5%) who agreed and neither agreed nor disagree with that. It was also revealed that 17 (89.5%) of the respondents agrees that there was too much backlog on crushing old vehicles, building taxi facilities, developing Municipal Transport Plan and awarding the bid to the preferred vehicle manufacture. except only one respondent (5.3%) who disagreed and neither agreed nor disagreed.

Furthermore, ten (52.6%) of respondents neither agreed nor disagreed that no-participation and lack of coordination of sector Department, though seven (36.9%) of them disagreed and two (10.5%) neither agreed nor disagreed. Hence 17 (89.5%) of the respondents agrees that there was serious lack of infrastructure facilities i.e. taxi ranks, except only two respondents (10.5%) who neither agreed nor disagreed.

All participants 19 (100%) agreed that members of taxi associations are participating in the implementation process, whilst, 18 (94.7%) of them also disagreed that they know the roles of association members and officials with specific reference to the implementation of TRP, except only one respondent (5.3%) who agreed. The above Table also shows that the majority 14 (73.7%) of the sector Department participants agreed that after the TRP implementation date announcement in 2005, the infrastructural developments had just been the same. Only four respondents (21.1%) felt that there had been some improvements, though only one respondent (5.3%) was not sure on that.

Table 4.13 Responsibility of members of Taxi Associations in the implementation of TRP

		Frequency	Percent
Valid	Submission of old documents	16	84.2
	Communication between Department and the Associations	3	15.8
	Total	19	100.0

Table 4.13 shows that the majority of the respondents 16 (84.2%) agreed that submission of old documents was the most important responsibility of members of taxi associations in the implementation of the TRP. Though three respondents (15.8%) indicated that communication between the Department and taxi associations was also one of the responsibilities of taxi associations members.

Table 4.14 Current co-existence of Department officials and Taxi Associations members in Mafikeng area has enhanced or impeded implementation process

		Frequency	Percent
Valid	Enhanced	19	100.0

All participants were confident that the current co-existence of the Department officials and taxi associations members in Mafikeng had enhanced implementation process.

Institutional arrangements

Table 4.15 Institutional arrangements

Institutional arrangements	Yes		No		Not sure		Total
	Freq	%	Freq	%	Freq	%	%
Is there an approved organizational TRP structure for the Department?	15	78.9	1	5.3	3	15.8	100.0
Does the organizational structure addresses the objectives as it is required by the TRP?	9	47.4	1	5.3	9	47.4	100.0
If yes, is the structure adequate to enable effective operation?	7	36.8	1	5.3	11	57.9	100.0
Have training needs of officials been identified to enable effective implementation?	10	52.6	2	10.5	7	36.8	100.0
Is the programme linked to the budget?	17	89.5	1	5.3	1	5.3	100.0
Does bureaucratic inter - departmental funds transfer impact on the implementation of TRP?	17	89.5	1	5.3	1	5.3	100.0
Does the NW Department of Transport, Roads and Public Safety rely on grants from NDoT for implementation?	19	100	00.0	00.0	00.0	00.0	100.0
Does bureaucracy delay intergovernmental funding on implementation of TRP?	17	89.5	1	5.3	1	5.3	100.0

On the basis of institutional arrangements from the sector Department, Table 4.15 is indicating that 15 (78.9%) of the participants agreed that there was an approved organisational TRP structure for the Department, except three (15.8%) of the respondents who were not sure and only one respondent (5.3%) disagreed with that. Hence equal percentage of nine (47.4%) agreed that the organisational structure addressed the objectives as required by the TRP and others with same percentage were not sure.

However, 11 (57.9%) of the respondents were not sure if the structure was adequate to enable effective operation, only seven (36.8%) agreed and only one respondent (5.3%) disagreed.

Further, ten (52.6%) of the respondents agreed that training needs of officials had been identified to enable effective implementation, though seven (36.8%) were not sure and two respondents (10.5%) disagreed. It was also revealed that seventeen (89.5%) of the respondents agreed that the programme was linked to the budget, except only one respondents who disagreed and also not sure if the programme was linked to the budget.

Finally, it is evidenced by seventeen (89.5%) of the respondents that bureaucratic inter - departmental funds transfer impacted on the implementation of TRP. However, only one respondent (5.3%) disagreed and was also not sure and 100% of them (19), declared that the North West Department of Transport, Roads and Community Safety relied on grants from NDoT for implementation of TRP. Seventeen (89.5%) of the respondents agreed that bureaucracy delayed intergovernmental funding on the implementation of TRP, but one respondent disagreed and also was not sure on that.

4.6 Summary of the analysis

This chapter outlined the findings of the investigation conducted in the analysis on the implementation of the Taxi Recapitalization Programme within Mafikeng area. The results of the study showed that members of taxi associations were aware of Taxi Recapitalisation Programme and they also understood its processes very well. It was also proved that those members were participating in processes of this programme, in the form of attending meetings and they also thought that it was realistic and practicable.

It was further revealed that members of taxi associations were positive about the importance of this programme that is, reducing fatalities in South African roads, normalisation of taxi industry through regulations, improvement of commuters' safety and improving work conditions in the taxi industry. The sector Department participants showed that the Department had not completed development of the Transport Plan for Mafikeng area regarding Taxi Recapitalization Programme and they did not know if stakeholders participated in the development of the Transport Plan for Mafikeng.

In terms of the implementation process, respondents indicated that they were not sure if there were no funds for implementation, they also disagreed that officials and taxi associations members lack skills for implementation of this programme. They jointly agreed that there was too much backlog on crushing old vehicles. Submission of old documents by taxi associations members appeared to be the main responsibility of taxi associations members as emphasised by the sector Department participants. The main obstacles identified by the sector Department respondents was bureaucratic inter - departmental funds transfer, as it had a negative impact on the implementation of TRP.

Chapter 5

5. Summary, findings, recommendations and conclusion

5.1. Introduction

This chapter presents the summary of the whole study, elaborates on the findings and recommendations as well as the conclusion on how the tax recapitalisation programme can be successfully implemented.

5.2. Summary of the study

Chapter 1 introduced the study and its background. The problem statement states that implementation of the taxi recapitalisation programme in the Mafikeng area had not taken place in spite of repeated calls by the National Department of Transport, since 2004.

The objectives of the study, methodology and the organisation of the study were also outlined.

Chapter 2 presented the nature and scope of the Mafikeng area. The content of the chapter reflected on the concept taxi recapitalisation programme, stakeholder participation, as well as the implementation process.

The literature revealed that indeed there had been many repeated calls by the national government to implement the taxi recapitalisation programme with the view to concluding it before the Soccer World Cup in the year 2010. The literature further revealed that there were still a lot of outstanding tasks to be performed towards the implementation of the programme in the Mafikeng area.

Chapter 3 outlined the research methodology, the design, study population, data collection techniques used to carry out the study. The tool used to collect data was the self-administered questionnaire which contained both close-ended and open-ended questions.

Chapter 4 presented the analysis and interpretation of the collected data. The data were interpreted by using graphs, tables and charts. From the investigation it became evident that the provincial Department of Transport, Roads and Community Safety and taxi owners need to increase the pace of the TRP implementation by attending to the crushing of old vehicles and building new taxi facilities as these proved to be the most outstanding impediments and backlog.

5.3. Research findings

Several findings were revealed in relation to the objectives of the study regarding implementation of taxi recapitalisation programme within the Mafikeng area. The following discussion focuses on the findings in relation to the objectives of the study itself.

5.3.1. Findings on biographical data

5.3.2 Biographical data

The biographical data of the respondents from eight taxi associations members in Mafikeng and sector department participants, such as gender, age groups, educational qualification and affiliation of membership in a particular taxi association and years of work experience, are depicted in detail in chapter 4, in the form of graphs, tables and figures. The purpose was to give a holistic background on participants of the study.

5.4 Findings on the study objectives

5.4.1 Findings on objective one

Regarding the first objective, this was to establish the level of participation of eight taxi associations as stakeholders in the taxi recapitalisation programme in the Mafikeng area.

The following were found:-

- ▶ The analysis revealed that most of the taxi associations members, that is, 77 (96.3%) participated during the initiation planning process, 74 (92,5%) participated in the needs analysis phase of the programme. It is evident that almost all respondents had sound knowledge and background of the Taxi Recapitalisation programme.
- ▶ It is revealed that 67 (83,8%) attended their respective taxi associations meetings regularly, to discuss taxi recapitalisation programme.
- ▶ It is also revealed that 79 (98.8%) agreed that chairpersons of respective taxi association convene regular meetings to talk about taxi recapitalisation programme.
- ▶ It is evidenced that 80 (100%) of the respondents were aware of what is expected of them in taxi association meetings.
- ▶ It is revealed 72 (90%) said they had been trained to participate in the affairs of taxi associations.
- ▶ In addition, the study revealed that majority of the respondents 74 (92,5%) agreed that they were familiar with the process of holding chairpersons of associations accountable for a slow pace on implementation. Forty three (53,8%) agreed that they were familiar with the process of holding sector department officials accountable for a slow pace on implementation.
- ▶ In the final analysis, many participants were aware and familiar with all the processes of the Taxi Recapitalisation programme.

5.4.2 Findings on objective two

Objective two was to establish whether the taxi recapitalisation programmes as initiated by national government was realistic and necessary in terms of safety of commuters and other road users in South Africa.

The following were found:-

- ▶ Seventy three (91,3%) agreed that TRP would help reduce fatalities on South African roads and that work conditions would improve in the taxi industry.
- ▶ Seventy eight (97,5%) agreed that TRP would normalise the taxi industry through regulations.
- ▶ Eighty (100%) agreed that TRP would improve commuters safety.
- ▶ Seventy six (97,7%) agreed that TRP could be implemented if everybody played their part
- ▶ Sixty four (80.1%) disagreed that TRP was a ‘dream’ because there were no resources to implement it.
- ▶ Fifteen (79%) disagreed that both sector department officials and taxi associations members lacked skills to manage the TRP.
- ▶ Seventeen (89,5%) agreed that there was too much backlog on crushing old vehicles, building taxi facilities, developing municipal Transport plans and awarding the bid to the preferred vehicle manufacturer.
- ▶ Sixteen (84,2%) agreed that submission of old documents was the responsibility of members of taxi associations mainly.

5.4.3 Findings on objective three

Objective three was to assess the level of capacity of the implementing agent, namely, North West Department of Transport, Roads and Community Safety.

The following were found:-

- ▶ The majority of the participants from sector Department are at top management level, that is, 15 (78.9%) which opted to specify their positions as in some instances others did not.
- ▶ Eleven (57,9%) of officials from sector Department neither agreed nor disagreed that there were no funds to implement the TRP.
- ▶ Fifteen (79%) disagreed that the departmental officials lacked skills to manage the TRP.
- ▶ Seventeen (89,5%) agreed that there was too much backlog on crushing old vehicles, building taxi facilities, developing municipal Transport plans and awarding the bid to the preferred vehicle manufacturer
- ▶ Ten (52,6%) of officials neither agreed nor disagreed that lack of coordination by sector department was a factor.
- ▶ However, fourteen (73,7%) of the sector Department participants agreed that after the TRP implementation date was announced by national minister in 2005, the infrastructural development had just been the same, it had never improved.
- ▶ All participants, both sector Department officials and taxi associations members (100%), that is population sample of 80 and 19, agreed that the current co-existence of both parties had enhanced the TRP, not impeded it.

5.4.4 Findings on objective four

Objective four was to assess the institutional arrangement readiness, namely, North West Department of Transport, Roads and Community Safety and eight (8) taxi associations within the Mafikeng area, regarding successful implementation of the TRP.

The following were found:-

- ▶ Fifteen (78,9%) of the sector Department officials agreed that there was an approved organisational TRP structure for the department.
- ▶ Nine (47,4%) was not sure of an approved TRP structure for the Department.
- ▶ Eleven (57,9%) was not sure if there was such as structure, was adequate to enable effective operation, only 36,8 agrees.
- ▶ Ten (52,6%) agreed that training needs of officials had been identified to enable effective implementation.
- ▶ Seventeen (89,5%) agreed that TRP was linked to the budget.
- ▶ Seventeen (89,5%) said bureaucratic inter-departmental funds transfer (national to province) impacted negatively on the TRP implementation process, because the implementation agent (province) depended on grants from the national department (NDTO) for implementation.
- ▶ Both parties, sector Department and Taxi Associations members participants, agreed 100% that their current co-existence had enhanced the TRP, not impeded it.

5.5. Recommendations

5.5.1 Recommendations on objective one

Stakeholders participation in all programmes, projects and plans of all three spheres of government, namely, national, provincial and local, is a legislative requirement that must be adhered to, with the view to ensuring successful implementation of developmental programmes (Public Participation and Good Governance Policies).

The analysis revealed that indeed many participants were aware and familiar with all the processes of the taxi recapitalisation programme due to their regular attendance of meetings on TRP.

- ✓ However, there is little progress on the implementation of the programme as revealed by the findings that there is too much backlog on crushing all vehicles, the Municipal Transport Plan had not yet been developed as stipulated in the National Land Transport Transition Act (NLTTA). The literature review revealed that there were still outstanding documents to be submitted by some members of various taxi associations to the provincial sector department for purposes of counselling them in the data system and issuing new ones. **It is recommended that:** the taxi industry must lodge a formal complaint with the Member of the Executive Council (MEC) concerned, to register their concern on the slow pace on the implementation of the TRP in their area as it keeps their plans and lives suspended for too long.

- ✓ **It is further recommended that:** the Central District Taxi Council (with eight taxi associations within the Mafikeng area) must demand regular feedback sessions, on a quarterly basis, from the provincial sector Department, regarding their registered concern on slow pace regarding implementation of the TRP.

5.5.2 Recommendations on objective two

Before embarking on any kind of a developmental programme, government is required to first conduct both feasibility and impact assessment studies (Public Finance Management Act - PFMA). This is to ensure that the projects are sustainable, measurable, attainable, realistic and tangible (SMART).

- ✓ The literature material obtained from the provincial sector department showed that there was still an outstanding amount of old documentation to be submitted by taxi owners to the department, so that new ones could be issued. In this regard, **it is recommended that:** the two parties, namely, North West Department of Transport, Roads and Community Safety and taxi associations must play their respective due roles on the submission of outstanding old documentation.
- ✓ **It is recommended that:** the sector department must proactively send written demands of old documentation to taxi owners on monthly basis, with specific time frames.
- ✓ **It is recommended that:** taxi associations must duly encourage their members to submit all outstanding old documentation to the sector department, at their regular scheduled meetings. **It is recommended that:** a register must be kept so as to monitor those who did not submit. This will ensure that document is dealt with once and for all, thus facilitating speedy implantation of the TRP in the Mafikeng area.
- ✓ It is evident from responses by participants from both parties, that people dealing with the TRP had not been formally trained to manage the programme. **It is recommended that:** they be taken on a training course. This will enhance the implantation capacity on both sides.

- ✓ The analysis revealed clearly that the main impediment during the implementation phase is too much backlog crushing old vehicles and building taxi facilities such as ranks, as well as developing Municipal Transport Plan, as required by law. **It is thus recommended that:** the government (provincial sector department) must develop an itinerary with deadlines for taxi owners to submit their old vehicles for crushing, failing which they would forfeit their R50, 000.00 scrapping allowance offered by government, when it (government) confiscates their old vehicles after a specified period.

- ✓ It is recommended that the provincial sector Department must start a formal interaction process with the Mafikeng Local Municipality with the effort to developing the Municipal Transport Plan, as required by law in terms of the National Land Transport Transition Act (NLTTA). It emerged from the literature review that there had not been any formal discussions, meetings or reports between the North West Department of Transport, Roads and Community Safety and Mafikeng Local Municipality regarding development of the Municipal Transport Plan. This is a very serious outstanding issue as any progress without it constitutes violation of law in terms of the provisions of the NLTTA.

- ✓ **It is recommended that:** the provincial sector Department gives feedback regularly to taxi owners regarding the awarding of the bid to the preferred vehicle manufacturer. This will assist a great deal in elimination confusion that prevails currently about the actual type of vehicles prescribed by government. The current situation is that there is no uniformity, operators are not sure whether they were doing the right thing or not by purchasing new vehicles. It is a real confusion.

5.5.3 Recommendations on objective three

There level of capacity of the implementing agent, namely, the North West Department of Transport, Roads and Community Safety is very important as it is the engine that drivers the implementation process.

- ✓ The documents obtained from the provincial sector department revealed that there were many outstanding tasks relating to paper work or documentation, with specific reference to the Mafikeng area, namely, licences to be printed, licenses duplicate to be issued, licenses to be granted, new members of taxi association to be registered, registration of new taxi associations, Operating Permits to be converted to Operating Licences. All this paper work has to be completed before the Taxi Recapitalisation could be implemented.

In this regard, the following are recommended:

- ✓ **It is recommended that:** implementation of the TRP be made a top priority with all levels of management of the sector Department, from supervisory, middle and senior, instead of senior management level only, as findings of the study revealed. The analysis of the study revealed that there was no mutual agreement amongst senior management on the issues of TRP.
- ✓ It is recommended that sector Department officials involved in the TRP be taken on a formal training course to enhance their capacity on project management skills. The findings revealed that the officials had not undergone any formal training on project management skills in general and the taxi recapitalisation programme in particular.
- ✓ It is recommended that on the return from the training courses, they in turn workshop other relevant stakeholder namely, taxi owners and officials attached to the Planning and Development Directorate within the Mafikeng Local Municipality

- ✓ **It is recommended that:** a comprehensive three year implementation plan be developed by the sector Department in collaboration with the Mafikeng Local Municipal and taxi associations. This will ensure compliance with the legislative principle of integrated planning, as stipulated in the Integrated Development Plans (IDPs) of municipalities. This will also be capitalising on the harmonious co-existence that the sector department and taxi associations enjoy at present, as revealed by the findings.

5.5.4 Recommendations on objective four

In terms of the good government principle as provided for by the Public Finance Management Act (PFMA), no public institution can embark on any developmental programme or project without proper institutional arrangements, such as structures or units.

- ✓ In this study, the literature review and study findings indicated that the provincial sector department was reliant on the services of consultants to drive the entire TRP, co-opting officials of the department as-and-when they needed them, rather than establishing a fully fledged departmental unit or structure dedicated towards implementation of the TRP. The sector Department participants did not indicate in certain terms, only 15 out of 19 which is 78.9% that there was indeed an approved organisational TRP structure for the department.

The literature review further indicated that there was no such an approved structure, as per the North West Status Quo Report written by a firm of consultants called Transpay Technology (Pty) Ltd, in collaboration with ARCUSS GIBB (Pty) Ltd and Atos KPMG consulting. (Pty) Ltd. To this end, it is recommended as follows:

- ✓ It is recommended that such a structure be formalised by head of department (HoD) and accordingly be communicated to all relevant stakeholders. According to the findings of the study, nine (47.4%) of provincial rector department senior

management were not sure of an approved TRP structure. This shows that senior management is split on the issue.

- ✓ It is recommended that senior management of the department start to prioritise TRP, by making it a top priority on the annual strategic plans. This would ensure that there was mutual agreement among them on the TRP and were able to report properly on it on their annual reports.
- ✓ It is recommended that to deal with the problem of bureaucratic inter-departmental funds transfer from national to province, the Chief Financial Officer (CFO) of the provincial Sector Department recommends to the provincial Head of Department (HoD) that a trust fund dedicated to the provincial TRP be established. This would ensure easy access to funds running the TRP, rather than when the funds were combined with the overall budget of the provincial sector Department.
- ✓ It is recommended that the Chief Financial Officer (CFO) of the provincial sector Department prepares a special business plan on the TRP, and subsequently apply to National Treasury to release grants from National Department of Transport (NDoT) at the time that suit the implementation plan of the province in general, and the Mafikeng area in particular. This would ensure that grants or funds were availed as-and-when required at well synchronised times. This would ultimately facilitate speedy implementation of the TRP in the area.

All these recommendations would ensure that the institutional arrangements are not only in place, but efficient and effective as well and the expected outcomes of a successful implementation plan of the taxi recapitalisation programme in the Mafikeng area are achieved.

5.6 Conclusion

It has emerged from the study that the North West Department of Transport, Roads and Community Safety, together with relevant stakeholders, namely, the eight Taxi Associations within the Mafikeng area, and the Mafikeng Local Municipality still face a

number of serious challenges in implementing the Taxi Recapitalisation Programme in the Mafikeng area. There is therefore a need by all three parties to work together as a coherent unit, to deal with all outstanding tasks and impediments if the successful implementation of the TRP in the Mafikeng area was to be realised.

Successful implementation of the above mentioned recommendations relied on the serious consideration thereof by the mandated implementing agent, that is, North West Department of Transport, Roads and Community Safety, together with its relevant stakeholders, the eight (8) taxi associations under the umbrella of the Central District Taxi Council and the Mafikeng Local Municipality.

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ANNEXURE A

**LETTER REQUESTING
RESPONDENTS TO
PARTICIPATE IN
THE STUDY**

ANNEXURE A

Private Bag x63
Mmabatho
2735
24th April 2007

To all respondents

Sir / Madam

Analysis on the implementation of Taxi Recapitalisation Programme

I am conducting a research study to analyse the progress made in the implementation of Taxi Recapitalisation Programme in the Mafikeng area.

You are one of the valued stakeholders of the Recapitalisation Programme to participate in this assessment questionnaire. To obtain reliable information, it is necessary that you answer the questions as honestly as you can.

Your opinion is very important in this research. You are not required to give your name. The information that you provide, will be treated as confidential.

Yours faithfully,



Thapelo Matebesi

ANNEXURE B

QUESTIONNAIRE TO

MEMBERS

OF TAXI ASSOCIATIONS

Annexure B

Questionnaire to Members of Taxi Associations

Section A

Biographical Data

1. Gender

Male	1
Female	2

2. What is your age group?

Below 20	1
21 – 30	2
31 – 40	3
41 – 50	4
Above – 50	5

3. What is your highest educational qualification?

Grade 8 and below	1
Between Grades 8 & 12	2
Matric / Grade 12	3
Diploma	4
Degree	5
Honours	6
Masters	7
Doctorate	8
None of the above	9

4. In which Taxi Association do you belong?

	1
	2
	3
	4
	5
	6
	7
	8

5. For how long have you been a member of the Association?

Less than 2 years	1
2 to 5 Years	2
5 to 10 Years	3
10 to 15 Years	4
15 to 20 Years	5
More than 20 Years	6

6. Which of the following best describes your present work situation?

Unemployed	1
Student	2
Pensioner	3
Self – employed	4
Employed informal sector)	5
Employed (formal sector)	6

None of the above	7
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7. Which of the following best describes your present membership in the community?

Taxi Association member	1
Woman groups	2
Youth	3
Disabled	4
Businesses	5
NGO's	6
Sector Department	7
Community member	8
None of the above	9

Section B

Survey Questions

1. Taxi Recapitalization Programme - background

- 1.1 Have you heard of the government's transport initiative known as the Taxi Recapitalization Programme (TRP)?

Yes	1
No	2
Not sure	3

- 1.2 Do you know what Taxi Recapitalization Programme is (TRP)?

Yes	1
No	2
Not sure	3

- 1.3 Are you aware of the importance of the Programme?

Yes	1
No	2
Not sure	3

- 1.4 Have you ever participated in the initiation planning process in your Association?

Yes	1
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No	2
Not sure	3

1.5 Did you participate in the needs analysis phase of TRP?

Yes	1
No	2
Not sure	3

1.6 Do you think the Programme is realistic?

Yes	1
No	2
Not sure	3

1.7 TRP is the government's Programme to regulate the taxi industry. Here are some of the comments people have made about the TRP.

Do you agree or disagree with these statements?

	Strongly agree	Agree	Neither agree or disagree	Disagree	Disagree	Strongly Disagree
TRP will reduce fatalities on South African roads	5	4	3	2	1	0
TRP will help improve working conditions in taxi industry	5	4	3	2	1	0
TRP will normalize taxi industry through regulation	5	4	3	2	1	0
TRP will improve commuter safety	5	4	3	2	1	0
TRP is mainly about regulating taxi industry	5	4	3	2	1	0

TRP can be implementable if everybody plays their part	5	4	3	2	1	0
TRP is a mere "dream" and there are no resources to implement it	5	4	3	2	1	0

Section C

2. Stakeholder Participation

2.1 Do you attend Taxi Association meetings on TRP?

Yes	1
No	2
Always	3
Sometimes	4
Other	5

2.2 Does your chairperson convene regular Taxi Association meetings?

2.3

Yes	1
No	2
Do not know	3
Sometimes	4
Other	5

2.4 Do you normally participate in Taxi Association meetings?

Yes	1
-----	---

No	2
Sometimes	3
Not always	4
Other	5

2.5 Are you aware of what is expected of you in Taxi Association meetings?

Yes	1
No	2
Do not know	3
Other	4

2.6 Have you been capacitated to participate in the affairs of the Taxi Association?

Yes	1
No	2
Not sure	3
Other	4

2.7 Are you familiar with the process of holding chairpersons of Taxi Associations accountable for a slow pace of implementation?

Yes	1
No	2
Not sure	3
Other	4

2.8 Are you familiar with the process of holding sector Department Officials accountable for a slow pace of implementation?

Yes	1
No	2
Not sure	3
Other	4

2.9 Are you familiar with the process of holding MEC accountable for a slow pace of implementation ?

Yes	1
No	2
Not sure	3
Other	4

THANK YOU FOR YOUR TIME AND EFFORT IN COMPLETING THIS QUESTIONNAIRE

ANNEXURE C

**QUESTIONNAIRE TO SECTOR
DEPARTMENT OFFICIALS**

Annexure C

Questionnaire to sector Department Officials

Section A

1. Biographical Data

1.1 Gender

Male	1
Female	2

1.2 What is your position in the Department?

Head of Department	1
Chief financial officer	2
TRP Coordinator	3
Any other / Specify	4

1.3 How long have you been working for the Department in a similar position?

0 – 2 Years	1
2 – 5 Years	2
5 – 10 Years	3
10 Years or more	4

Section B

1. Stakeholder Participation

1.1 Has the Department completed the Transport Plan for Mafikeng relating to TRP?

Yes	1
No	2
Not sure	3
Other	4

1.2 Did all stakeholders participate in the development of the Transport plan for Mafikeng in relation to TRP?

Yes	1
No	2
Not sure	3
Other	4

1.3 Has the Department made provision for Taxi Associations and Mafikeng Local Municipality's participation in the development of the Transport Plan relating to TRP?

Yes	1
No	2
Not sure	3
Other	4

2. Implementation of the TRP

2.1 In your opinion what do you think holds back implementation of the TRP. Do you agree or disagree with the following statements?

	Strongly agree	Agree	Neither agree or disagree	Disagree	Disagree	Strongly Disagree
There is no sufficient funds to implement the programme	5	4	3	2	1	0
Officials and Taxi Associations lack skills to manage the Programme	5	4	3	2	1	0
There is too much backlog on crushing old vehicles, building taxi facilities, developing Municipal Transport Plans, awarding the bid to the preferred vehicle manufacturer.	5	4	3	2	1	0
Non - participation and lack of coordination of sector department	5	4	3	2	1	0
There is serious lack of infrastructure facilities (Ranks)	5	4	3	2	1	0

2.2 Do you know the roles of Taxi Associations members and officials with specific reference to the implementation of TRP?

Yes	1
No	2
Not sure	3
Other	4

2.3 Is there any taxi facilities development meant to facilitate TRP implementation in Mafikeng?

Yes	1
No	2
Not sure	3
Other	4

2.4 After the TRP implementation date announcement in 2005, is there any taxi infrastructure that has been built?

Improved	1
Same	2
Worse	3
Not sure	4
Other	5

3. Taxi Associations

3.1 Are there any members of Taxi Associations participating in the implementation process?

Yes	1
No	2
Not applicable	3

3.2 Which of the following is the responsibility of members of Taxi Associations in the implementation of the TRP?

Submission of old documentation	1
Lack of cooperation with dept	2
Facilitate members participation	3
Communication between Department and the associations	4
Other	5

3.3 Do you think the current co-existence of Department officials and Taxi Associations members in Mafikeng has enhanced or impeded implementation progress?

Enhanced	1
Impeded	2
Not sure	3
Other	4

4. Institutional arrangements

4.1 Is there an approved organizational TRP structure for the Department?

Yes	1
No	2
Not sure	3
Other	4

4.2 Does the organizational structure address the objectives as it is required by the TRP?

Yes	1
No	2
Not sure	3
Other	4

4.3 If yes, is the structure adequate to enable effective operation?

Yes	1
No	2
Not sure	3
Other	4

4.4 Have training needs of officials been identified to enable effective implementation?

Yes	1
No	2
Not sure	3
Other	4

4.5 Is the Taxi Recapitalization Programme linked to the budget?

Yes	1
No	2
Not sure	3
Other	4

Does bureaucratic inter – departmental funds transfer impact negatively on the implementation of TRP? Yes	1
No	2
Do not know	3
Other	4

4.6 Does the NW Department of Transport, Roads & Community Safety rely on grants from NDoT for implementation?

Yes	1
No	2
Not sure	3
Other	4

4.7 Does bureaucracy delay intergovernmental funding on implementation of TRP?

Yes	1
No	2
Not sure	3
Other	4

THANK YOU FOR YOUR TIME AND EFFORT IN COMPLETING THIS QUESTIONNAIRE