

**CHALLENGES FACED BY THE DEPARTMENT OF TRANSPORT
IN MANAGING THE MINIBUS TAXI INDUSTRY: A CASE STUDY OF
KING WILLIAM'S TOWN**

by

NTOBEKO STEMELE

Submitted in partial fulfillment of the requirements for the

MASTER OF PUBLIC ADMINISTRATION DEGREE

University of Fort Hare

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PUBLIC ADMINISTRATION

FACULTY OF MANAGEMENT AND COMMERCE

UNIVERSITY OF FORT HARE

SUPERVISOR : PROFESSOR D.R. THAKHATHI

NOVEMBER 2007

ABSTRACT

The government has been faced with serious challenges on public transport generally. Transportation systems form the basis by which economic development can occur and the means by which the community interacts. A taxi conflict has sporadically erupted in violence in and around King William's Town as far back in 1993. The main contenders of the conflict are between Border Alliance Taxi Association (BATA) and King William's Town Taxi Management Forum (KWTTMF). The rival Taxi Associations have been fighting over routes and ranks. Several meetings have been set up by the local government (BCM) in conjunction with the Eastern Cape provincial government to resolve their differences but to no avail.



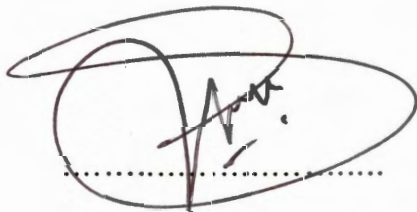
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Some of the efforts include inter alia developing policy initiatives to obtain an environment conducive to change the minibus public transport system to a formal and organized taxi industry. Interventions have been developed and implemented by the government to curb the taxi violence but there is no solution. Intervention by the Premier of the Eastern Cape and with the Minister of Transport could also not assist the situation. The dissertation used a case study approach. Information was gathered from multi methods and the study relied heavily on documentary material, official publications and data in the Ministry of Roads and Transport. It was therefore critical to determine the root cause of the taxi violence and come up with the alterative management intervention strategy that will curb taxi violence permanently in the Eastern Cape especially in King William's Town.

DECLARATION

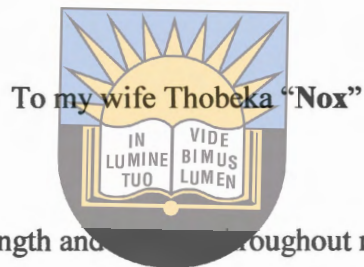
I, **NTOBEKO STEMELE**, declare that this research report is my own. It is being submitted in partial fulfillment of the requirements for the degree of Master of Public Administration at the University of Fort Hare, Alice, Eastern Cape in the Republic of South Africa. It has not been submitted before for any degree or examination at any other university.



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SIGNED ON 14th DAY OF FEBRUARY 2008

DEDICATION



To my wife Thobeka “Nox”

Who has been a source of strength and support throughout my studies over the years

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and

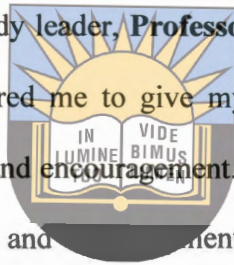
a special thank you to my son “Assa” and my daughter “Akha”

who sacrificed so much time with their mom and not spending enough time with their

dad during the finalization of this mini – dissertation.

ACKNOWLEDGEMENTS

First and foremost, I wish to give glory and honour to my creator Jesus Christ for protecting me and granting me the strength and ability to complete this project. Secondly, I would like to express my heartfelt gratitude to all those who have supported and encouraged my endeavour in the completion of this study. A special word of acknowledgement goes to my study leader, **Professor Thakhathi** who led by a spirit of intellectual excellence, has required me to give my best, has also supported me with expert advice, critical comments and encouragement. I wish to extend my gratitude to the School of Public Management and Administration at the University of Fort Hare, particularly to the programme coordinator of Master of Public Administration, **Nomxolisi “Nomxo” Maninjwa** for believing in me and encouraging me to finish my project.

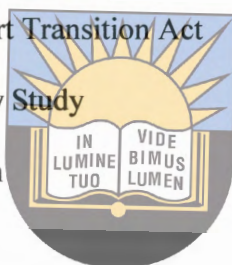


My sincere gratitude also goes to **Director Swartz (SAPS), Mr Steve Terwin (General Manager – Public Safety), Mr Berny Martin (Commander), Mr Pat Bossr (Regional Commander), my secretary, Mrs Michelle Dawood (Law Enforcement), Border Alliance Taxi Association, King William’s Town Taxi Management Forum and Mr Fudukile Mbovane (BCM Councillor), and Eastern Cape Department of Transport officials** for assisting me in gathering vital information and data required for the completion of the study.

My gratitude also goes to **Mr K Kpama** for challenging me on issues pertaining to this particular topic, giving suggestions and assistance on final touches to this research.

ACRONYMS

- BATA – Border Alliance Taxi Association**
- DOT – Department of Transport**
- KWTTMF – King William’s Town Taxi Management Forum**
- MEC – Member of the Executive Council for Transport**
- NATIS – National Traffic Information System**
- NLTTA – National Land Transport Transition Act**
- NTPS – National Transport Policy Study**
- NTTT – National Taxi Task Team**
- NTV – New Taxi Vehicle**
- OLAS – Operating License Administration System**
- OLB – Operating License Board**
- OTV – Old Taxi Vehicle**
- PTEU – Public Transport Enforcement Units**
- RTA – Road Traffic Act**
- RTMC – Road Traffic Management Corporation**
- SABTA – South African Black Taxi Association**
- SALDTA – South African Long Distance Taxi Association**
- SAPS – South African Police Services**
- SANTACO – South African National Taxi Council**
- TRP – Taxi Recapitilization Programme**
- VTC – Vehicle Testing Center**



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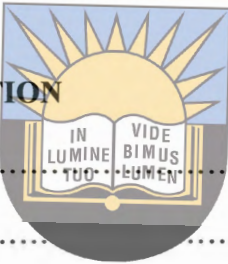
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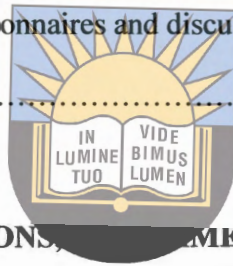


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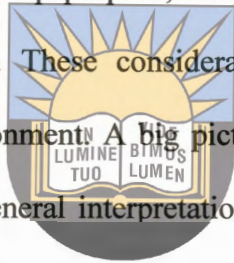
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CHAPTER ONE: OVERVIEW OF THE PROBLEM

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1.1 Introduction

Public transport ranks high on the current agenda at all levels of government as the majority of South Africa's population depends on this form of transport to access jobs, schools, recreation, shopping and other opportunities that the built environment offers today. Transportation planning is a critical element in the evolution and growth of any country. Such planning should take into account trip purpose, temporal and spatial distributions of trips, modal splits of travel and costs. These considerations will impact current and future infrastructure as well as the environment. A big picture perspective suggests influences on mobility which fits into a more general interpretation of sustainability that includes social, economic and environmental factors.

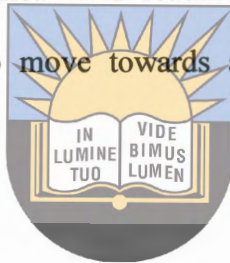


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Transportation system forms the basis by which economic development can occur and the means by which the society interacts. An ineffective transport system will limit economic and social opportunities. Public transport is poorly developed and co-ordinated in South Africa despite intense engagement by all three spheres of government for decades. To be efficient, it must serve many riders and to attract more riders, it must provide a relatively high level of service. At the same time, a higher quality service costs more. If higher fares are imposed on consumers, many riders reduce usage. It is either because their personal vehicles become more attractive or those that are poor and most dependent solely on public transport are left stranded.

1.2 Background

Up to 1977, minibus taxis did not play an important role in the transport industry. Sedan vehicles, like Valiants and Chevrolets were used as taxis and only for trips within black townships. Bus and rail transport were highly regulated and inefficient and causes various riots and boycotts. In 1977, the government fearing that continued intervention in the transport sector would result in heightened politicization and sustained boycotts, established the Van Breda Commission of Inquiry into transport deregulation (Khosa, 2001: 23). The commission found that South Africa “had reached a stage of economic and industrial development which enabled it to move towards a freer competition in transportation” (McCaul,1990:38).



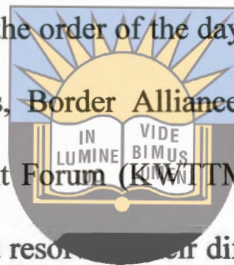
Following the Van Breda commission, the Road Transportation Act of 1977, came into operation that year. The Act defined a minibus as a motor vehicle designed to carry more than nine persons (including the driver). This Act opened the way for the introduction of the legal minibus taxis to be used to carry up to eight passengers. The minibus taxi was used instead of sedan cars and gradually began capturing an increasing share of the black commuter market (Mc Caul,1990:35).

The industry has displayed great levels of resilience and innovation in the face of shifting political and socio – economic conditions and has become the dominant mode of public transport in South Africa. However, the industry is plagued with violence, un-roadworthy motor vehicles and unlicensed drivers. As a country emerging from a past characterized by violence and repression, South Africa faces new challenges with the slow maturation of democracy. The government is faced with a big challenge of taxi violence all over the country as the industry is still to be regulated.

The aim of the study is to investigate the causes of taxi violence, assess the present management intervention strategies and design the best alternative management intervention strategy to curb taxi violence permanently in the Amathole District Municipality, particularly in King William's Town. Looking at the notion of taxi violence in the country, it is abundantly clear that not much has been researched in recent times as to design the best alternative management intervention strategy to curb taxi violence.

1.3 Problem Statement

Taxi wars and conflicts have been the order of the day in King William's Town as far back as 1993. Two rival taxi associations, Border Alliance Taxi Association (BATA) and King William's Town Taxi Management Forum (KWTMF) have been fighting and shooting at each other over routes and ranks without resorting to their differences amicably. BATA has not been operating from the municipal demarcated taxi rank as from 17 October 2003 till to date. The on-going taxi violence in King William's Town make the situation intolerable and sometimes causes disturbances as people rely heavily on the taxi mode of transport for commuting to and fro. Taxi operators, drivers, commuters and innocent bystanders are being shot at and killed while using taxi mode of transport around King William's Town. More than eighty taxi drivers and fifty commuters have been killed while commuting around the Amathole District area using taxi mode of transport between 2001 and 2005 (SAPS Crime Statistics 2005). However, the problems experienced by the taxi industry and the associated deterioration of service levels pose serious reservations about the sustainability of the operation in its present form. Intervention strategies are being developed and implemented by government but there are no lasting solutions as the tension between the rival taxi associations is still there. BATA is still operating outside the municipal demarcated areas.



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1.4 Research Objectives

- to determine the root causes of taxi violence
- to assess intervention strategies that have been implemented to curb taxi violence and suggests possible alternative management intervention strategies that will curb taxi violence permanently in the Amathole District Municipality, particularly in King William's Town. The intervention strategy will provide a road map for the formalization process and broad guidelines for policy formulation and government support to curb taxi violence at large.



1.5 Research Questions

Based on the objectives provided above the study seeks to answer the following questions:

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- What are the challenges faced by the Eastern Cape Department of Transport in the implementation of intervention mechanism in curbing taxi violence?
- What measures has the Eastern Cape Department of Transport implemented to address challenges in the taxi industry?
- To what extent have the interventions been successful in curbing taxi violence in King William's Town?

1.6 Significance of the study

The on - going taxi violence in King William's Town causes problems to everybody as it affects the following:

- Eastern Cape communities are affected socially and politically by the on-going taxi violence.

- The economy is affected because there are few people coming into King William's Town to make business.
- Flouting of laws and regulations by the taxi operators and drivers
- Communities are walking long distances to and from work.
- Elderly people are exposed daily to bad weather conditions because there is no alternative public transport.

The problem itself is an eye sore to government, seeing stranded communities alongside the roads around King William's Town as the government have an obligation to provide public transport that is fare, secure and efficiently.



1.7 Delimitations

The study will focus on the challenges faced by the Eastern Cape Department of Transport in managing the Taxi Industry, the study will be confined in the Amathole District Municipality, particularly in King William's Town.

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1.8 Outline of Chapters

The study will be divided into five chapters as follows:

Chapter 1

This is the introductory chapter that provides a general overview of the study, the background, research questions and objectives of the study and this chapter sets out the basic structure of the dissertation and the following chapters.

Chapter 2

This chapter provides the conceptual and theoretical framework that informs the study.

The review of literature on public transport policies that is relevant to this study is also interrogated providing the context of the evolution of the taxi industry in South Africa.

Chapter 3

This chapter outlines the research methodology in detail, highlighting the methodological paradigm of the study, sample selection and data collection methods that will be applied.

Chapter 4

This chapter discussed the results obtained from the study and interpretations are made.

Chapter 5

This chapter concludes with summary of the research, discussion on whether the hypothesis of the study was correct or not and recommendations for future research are made.

1.10 Summary

The introduction gives a brief background of the study. The study sets up the research problem to be explored and its importance to the field of study in which the research belongs.

The study will discuss the challenges faced by the government in managing the taxi industry and come up with intervention strategies that will curb the taxi violence in King William's Town permanently.

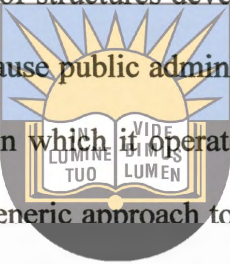


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CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Introduction

Public policy affects the life of citizens in various and numerous ways. This literature review investigates the issues, trends and options that influence decision-making and determine the role the government plays in formulating policies and strategies that attend to the collective interest of its citizens. The changing relationships between the different spheres of government impact significantly on the role and functions of public administration. These relationships shaped the outcomes of structures developed to advance the common good and serve the needs of its citizens. Because public administration does not occur in a vacuum but is influenced by the environment in which it operates, the open system model provides the best option as a framework for a generic approach to public administration. Furthermore, the systems model allows for the exploration of needs, demands and desires that shape decision making and the functions



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South Africa's history is one of intermittent conflicts with colonial rulers and internal struggles among its people. Policies and institutions that evolved from these conflicts have shaped our transportation system. South Africa's burdened by many problems common to developing countries and also special circumstances arising from decades of apartheid. The legacy of apartheid permeates the entire transport system. It distorted land use decisions, automotive investments and vehicle purchase and use. With the election of the National Party in 1948, various laws were passed to legalize and institutionalize the policy known as "separate racial development," in which cities were developed primarily on the basis of race.

The development pattern was premised on serving all racial groups by allowing each to develop to independence at its own pace and in its own prescribed area. Existing patterns and processes developed to increase physical separation between racial groups. Black residential areas so called townships were formally moved to the outskirts of growing urban areas and even beyond, to what became known as homelands then. The homeland policy also relocated large numbers of non – economically active black communities to these reserves. Access to white residential areas was limited. The distances and commuting times between black townships and city centers were long, as indicated in Table 1. The average was about 28 kilometers and take over an hour each way.

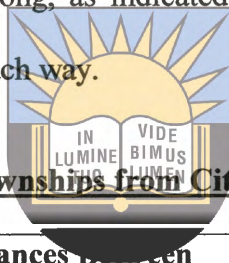


Figure 1: Separation of Black Townships from City Centers

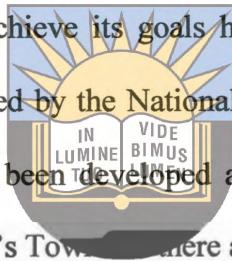
CITY	Distances Between Townships and CBD(km)	Average Time Spent (minutes/journey)
Johannesburg (bus / train)	20	77
Johannesburg (taxi / cars)	20	44
Pretoria	52	75
Durban	20	n / a
Bloemfontein	58	86
Port Elizabeth	16	n / a
East London	21	n / a
Cape Town	19	65
Average	28	69

Source: de Saint-Laurent, B 1998. *Overview of Urban Transport in South Africa*. Paper presented at the 8th CODATU Conference, Cape Town, September 1998.

The spatial separation limited access to employment and other services. The government mitigated this accessibility by subsidizing bus and train transport. The result was a big economic and environmental cost to society and long daily journeys for the poor black communities.

2.2 Systems Theory

A system functions as a whole by virtue of the interdependence of its parts. In organizations, systems theory as described by Katz and Kahn, is used to describe organizations as made up of subsystems that take in materials and human resources and process to yield a finished product to the larger environment (Shockley-Zabalak,2002:108). The theories of management can be classified into two main schools of thought, classical and contemporary approaches. Each and every organization to achieve its goals has to apply management theories. The public transport industry is regulated by the National Land Transitional Transport Act 22 of 2000. Intervention strategies have been developed and implemented by the government to curb taxi violence in King William's Town. There are no lasting solutions.



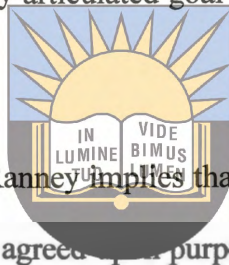
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The researcher seeks to investigate the implementation of the previous intervention strategies whether were appropriate or not to curb taxi violence. The study has based the investigation on systems approach, where the government (provincial and local) versus the external environment (taxi industry) should discuss problems that affect the taxi industry and take inclusive decisions before implementation phase. The bottom up approach should be used when taking decisions that will affect both parties and come up with lasting solutions that will curb taxi violence permanently in King William's Town.

2.3 Policy and Public Policy defined

There is no single definition of policy which is universally accepted. Academic authorities in the field of Public Administration have come up with different definitions. For example, Ranney (1968:7) define policy as "... a declaration and implementation of intent." Hanekom (1987:7) describes a policy as follows: " a policy statement is the making known, the formal articulation, the declaration of intent or the publication of a goal to be pursued. Policy is thus indicative of a goal, a specific purpose, a programme of action that has been decided upon. Public policy is therefore a formally articulated goal that the legislator intends pursuing with society or with a societal group."



The aforementioned definition of Ranney implies that consensus has been reached as to what should be done for society. This is agreed upon purpose is communicated to the public along with the intention of the measures required to be put into practice. The statement of Hanekom would mean that government must put in writing its aim with a particular matter. Not only the aim be stated, but the process or processes to be followed to achieve the stated objective should be clearly spelt out. The aim, which is usually revealed with a pronouncement by a government official is to address an issue or issues that affects society as a whole or part thereof.

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Each of the definition or approaches implies some aspect of policy. Each definition or approach looks at policy from a different perspective and define as such. Features that are described or implied by the definitions are:

- authorities are unanimous that something should be done for society,
- a policy should be communicated in writing,
- every policy is focused on a particular recurring societal problem or problems,

- a policy should spell out steps or processes to be followed for its implementation,
- a policy is implemented by either government or its agents,
- a policy serves as a guide to promote efficiency and effectiveness in governance and
- a policy is the identification by government of a public need and a resolution to do something about it.

From the aforementioned, a policy could be defined as a purposeful, intentional and goal directed statement by a government or one or more of its institutions to attain one or more specific objectives. It could also indicate processes to be followed by all spheres of government through different departments and other state organs to successfully implement policies. Its main purpose is to improve the living conditions of the citizens



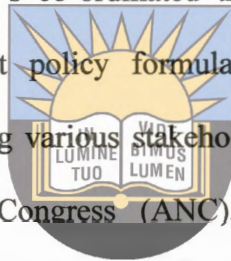
2.3.1 Public transport policy in South Africa

The 1994 elections marked South Africa's political, social and economic change. This change also influenced government's action in relation to transport policy. For example, the National Transport Policy Forum (NTPF) was published in September 1994 (NTPF, 1994). The NTPF document outlined strategies to deal with the fragmentation within the transport sector (NTPF, 1994:13-14) and was referred to as 'a people centred' transport policy because in its establishment, majority of the people were consulted. There have been a number of policy documents and strategic plans developed by the National Department of Transport (NDoT) aimed at enhancing public transport in South Africa. These include the White Paper on National Transport Policy (1996), Moving South Africa, the Action Agenda (1998), the National Land Transport Transition Act (2000), the Road to Safety (2001), the National Land Transport Strategic Framework (2006 - 2011), the Public Transport Strategy (2007) and the Public Transport Action Plan Phase 1 (2007).

These documents provide the context in which public transport will be developed and enhanced over both the short, medium and longer terms. The government have the responsibility and challenge to articulate a law enforcement strategy that complements, facilitates and contributes towards the realisation of their objectives.

2.3.2 The National Transport Policy Forum (NTPF)

Through the NTPF, transport was recognized as an instrument of social transformation. The process through which the NTPF's *co-ordinated* transport policy was developed departs radically from previous transport policy formulation as it was a result of debates, consultations and consensus among various stakeholders (Khosa, 2001). Such stakeholders included the African National Congress (ANC), the South African National Civic Organisation (SANCO), the Congress of South African Trade Unions (COSATU), the Congress of Traditional Leaders of South Africa (CONTRALESAs), the National African Federated Transport Organisation (representing 50 000 transport operators), the Pan African Congress (PAC), the Southern African Black Taxi Association (SABTA), Transnet and several organizations representing the private sector. Through the NTPF, the formulation of transport policy was publicly discussed and debated by a vast majority of the organization. In fact, the NTPF described access to transport as a basic right (NTPF, 1994).



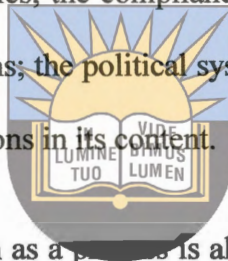
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2.3.3 Policy Implementation

Policy implementation is a much more demanding task than policy formulation. There are more impediments blocking intended actions by government than there are to materialize results. This underlines the extreme difficulties of administering and implementing public programmes (Peters, 1993:91). This furthermore explained by the fact that policy implementation is a process which could consist of several stages.

According to Sabatier and Mazmanian (1995:167) the stages in question are the decisions and outputs of the implementing agencies; the compliance of target groups with those decisions; the actual impacts of those decisions; the political system's evaluation of a statute in terms of major revisions or attempted revisions in its content.



The view of policy implementation as a process is also expressed by Majone and Wildavsky (1995:142) when they state that it is a simple matter, the right implementation activities should be found. In practice, implementing a policy is usually a unitary matter. Bardach (1995:139) also views policy implementation as a process of assembling the elements required to produce a particular outcome. Contrariwise, policy implementation denotes action or a series of activities. In this regard Bouser, McGregor and Oster (1996:43) state that it is action that bring into being the purposes of a policy. The one or more actions culminate in concrete terms in the form of constitutions, laws, court decisions, administrative actions, regulations, budgets, treaties, informal agreements, executive orders, and legislative precedent. Furthermore Bouser, McGregor and Oster (1996:51) regard a policy decision as an intention, which needs an implementation, plan to achieve its intended purpose.

Van Niekerk, Van der Waldt and Jonker (2001:96) also hold the view that the implementation phase entails translation of decisions into actions. This stage could be political in character and involve important decisions about the broad policy guidelines agreed to by Parliament.

According to Brynard and Erasmus (1995:166) research has indicated that policy implementation occurs in phases. Three generations of research in this area are identified.

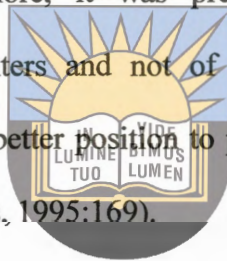
The first generation was of the opinion that after a policy has been formulated, implementation would happen automatically. The second generation challenged the view of the first generation. Its views were based on studies conducted on challenges in specific cases. It further stated that policy implementation could be a political process which could be much more complex than policy formulation. Peters (1993:91) concurs with this finding when states that policy implementation is much more demanding task compared to policy formulation. This is so because there is many more impediments blocking intended actions by government than there are of making results materialize. In fact, this state of affairs underlines the extreme difficulties of administering and implementing public programmes. The third generation, unlike the second one, did not study the specific implementation limitations. Its focus was on the understanding of how implementation works in general and how to improve it (Brynard & Erasmus, 1995:167).

Another view on policy implementation is based on the top-down approach and the bottom-up approach. The top-up approach starts from the authoritative policy decision at the central level of government and asks the following questions:

- ❖ To what extent were the actions of policy implementers in keeping with the objectives and procedures of a policy?

- ❖ To what extent were the objectives of the policy realized within a specified period?
- ❖ Which major factors affected policy outputs and impacts?
- ❖ How was the policy reformulated in order to make it more effective? (Brynard & Erasmus, 199:169)

The bottom –up approach was a reaction to the top-bottom approach. It studied weaknesses and proposed alternatives to eradicate the shortcomings. For instance, the fact that the policy-makers had to exercise direct and determinant control over policy implementation was vehemently approved. Furthermore, it was preferable that analysis should be the responsibility of policy implementers and not of policy-makers. Policy implementers, because of their location, are in a better position to propose modification of policies to suit the local needs (Brynard & Erasmus, 1995:169).



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A closer look at these two approaches to policy implementation reveals that they are not mutually exclusive. In fact, both provide useful insight into policy implementation. It must be stated that both approaches have strength and weakness. Therefore, the identification and utilization of the strengths of the top-down and the bottom-up approaches could lead to an improved implementation process

2.4 Evolution of the taxi industry

The minibus taxi industry emerged in the wake of the apartheid government policy of economic deregulation that was initiated in 1987. Prior to deregulation, black taxi operators had to defy apartheid laws and strict regulations that were adversely affecting the operators. Transport regulations were mainly embodied in the Motor Carrier Transportation Act of 1930.

The Act itself stipulated that no transportation of goods or passengers was allowed without permission from a local Road Transportation Board. Obtaining a permit from the LRTB was impossible for black operators who were falling under the discriminatory influx control system. In effect, the system meant that over 90% of taxi permit applications by blacks were rejected. Under those circumstances, most black operators operated illegally by using sedan vehicles as taxis and were restricted to carry only four passengers. There was also a quota system allowing only a limited number of licenses to be issued each year. As a result, and because alternative forms of public transport, mainly busses and trains were inadequate and expensive.



The demand for taxis outstripped supply. For this reason, from early 1980s onwards, taxi operators began using mini-bus taxis that could carry up to fifteen passengers. Until formal deregulation in 1987, such taxis were operating illegally but were popular among black commuters because they:

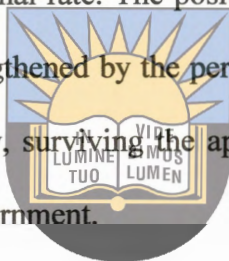
- Ran late-night services
- Traveled to out of the way places
- Picked up commuters from, and dropped them back at their homes
- Charged reasonable fares
- Made convenient stops on long distances and
- Cut down time spent in long queues at bus and train stations.

As the number of illegal kombi taxis began escalating, changes were occurring in the apartheid state that had a profound effect on the industry. As early as 1970s, the government

began to view its near-monopoly on public transportation that had initially been utilized to protect and prop up the South African Transport Services as an economic liability.

Within the commuter sector, the consumer and bus boycotts of the 1980s were viewed as further evidence of the imperative to deregulate transport. Such boycotts also had the unanticipated effect of increasing demand for alternative forms of transport.

This was because during that period, busses and trains were frequently attacked by youths and forcing commuters to use taxis. From the early 1980's to 1995, the minibus taxi industry in South Africa grew at a phenomenal rate. The position of the taxi industry as compared to other modes of transport was strengthened by the perception in the minds of commuters that it was a community based industry, surviving the apartheid authorities and without getting any form of subsidies from the government.



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The taxi industry grew from a negligible informal operation to the dominant player in the public transport industry accounting for an estimated 65% of passenger journeys (Oosthuizen and Mhlambi, 2001: 1). Today, the taxi industry provides transport for 5 to 10 million people every day and has a turn over of R15 million (Weekly Mail & Guardian, 1999:8). In 1982, more than 90% of black taxis were minibuses (Mc Caul, 1990 :39). Today, minibuses continue to provide a vital service to millions of South Africans. They serve 65% of the population using public transport.

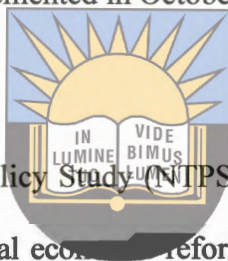
The Eastern Cape Department of Transport has been faced with a big challenge of taxi violence in the Amathole District Municipality, especially in King William's Town. Violence today is complex, dynamic and creative in form, shaped by both apartheid and the mechanisms of transition itself. A closer evaluation of the progress reveals distinct periods of

development mainly influenced by government intervention and legislation. The period from 1977 to 1987 is characterized by the struggle of the taxi industry to be recognized as a public transport operator. The time following 1987, saw the deregulation of the industry coupled with the instigation of violence as a part of the daily operation of the industry. The post – apartheid era is distinguished by efforts to bring the taxi industry under some form of control and regulation again. In 1999, the ambitious taxi recapitalization programme for the taxi industry was announced by the government. The programme has been delayed by more than seven years and has only been implemented in October 2006.

2.5 Deregulation

In 1985, the National Transport Policy Study (NTPS) that was established in 1982 to bring transport policy in line with national economic reform policy, released its report. According to the NTPS findings, the highly regulatory framework of the existing policy was ‘contrary to the principles of national economic policy that emphasized the role of competition’ (The Natal Mercury, 1987, February 03). Increasing reluctance to shoulder economic responsibility for passenger services, along with mounting pressure from the business community which supported all free market reforms and a desire to sell the free market to black South Africans led the government to accept the NTPS proposals.

The NTPS report in conjunction with the recommendations of the Competition Board formed the background of the White Paper on Transport Policy that was tabled in January 1987. The White Paper along with the Transport Deregulation Act of 1988, established deregulation as the transport policy of the outgoing apartheid regime. The White Paper legalized the 16-seater minibus to operate as a taxi and marking the beginning of the taxi industry as we know it today.



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At that time, the official voice of the then fledging taxi industry, the South African Black Taxi Association (SABTA) cautioned the government that the blanket deregulation proposed in the White Paper would result in chaos with too many taxi operators entering the market too soon (SABTA, 1988). However, government ignored warnings that deregulation would lead to violence and opened the flood-gates of the taxi industry.

Although technically, a permit system continued to exist after deregulation in 1987, permit enforcement ceased to be a priority. The sudden permit free for all that was set against a backdrop of the escalating community violence during apartheid final years, established the scene for the taxi wars that have plagued the industry ever since.



2.6 Taxi Wars

An almost immediate and far reaching consequence of rapid deregulation was the rise of taxi associations that have been directly associated with the violence that has shadowed the industry since 1987. As the taxi industry was one of the first avenues for black capital accumulation, the industry quickly became a contested terrain and swamped with operators hoping to become rich quickly.

The industry was characterized by exploitation and aggressive competition between operators attempting to poach passengers and ply for hire the same routes.

In the absence of state regulation, groups of operators came together to form local taxi associations that intervened to regulate loading practices and taxi fares. It was not long, however, before taxi associations began to use their organizational strength to extract income through the use of violence. Typical of this violent protection of spheres of interest was the following remark by a taxi operator in Johannesburg, “ We will not succumb, they must operate in their own area.

We will fight back and defend ourselves.” The cycles of taxi violence fomented during the late – apartheid period did not end with the demise of apartheid. Indeed, unlike other forms of political violence that diminished or disappeared after 1994, taxi violence actually escalated in the immediate post 1994 period. **Taxi violence incidents within the Amathole District Municipality from 2001 is attached as Annexure C.**

2.7 Comparison with International Studies

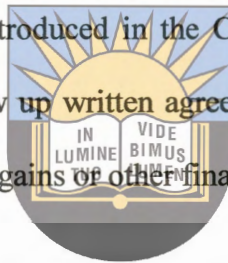
2.7.1 Taxi deregulation in Sweden

The population of Sweden is approximately 8.8 million and occupies a country of 450,000 square kilometers. This figure suggests a very sparsely populated country. However, most of the population is concentrated in the southern parts of the country. The Swedish taxi industry is organized into a large number of small operators. On average, each operator has 2 taxi vehicles across the country as a whole. Seventy percent of taxi drivers are owner-drivers and only thirty percent are employed as taxi drivers.

The Swedish taxi market was deregulated on the 1st July 1990. The reason for deregulation was that the taxi industry was believed to be inefficient due to the mismatch of supply and demand and also a lack of price competition. It was believed that this resulted in excess waiting time for passengers and too high fares. After deregulation in 1990, anyone could register as a taxi operator and charge the fare he wanted. There were only few requirements applied to the operators. The license areas were all merged and taxis were allowed to operate all over Sweden. Value added tax (VAT) was introduced to taxis. The results in the first years were chaotic due to the authority’s lack of control. The introduction of VAT made the situation even more chaotic and complicated.

Since deregulation, several new regulations have been introduced. In 1995, stricter rules for the taxi driver's license were introduced. A practical driver's test was introduced. Today, Sweden has some of the strictest rules for acquiring a taxi driver's license. There are also strict requirements for operators. To make fare competition function better, strict rules on information have been introduced. The fare competition requires the different companies to have a standard fare for all their vehicles.

Thus, competition is mainly between companies not drivers. In 2000, a legal exception for co-operation between taxis was introduced in the Competition Act. This exception allows individual operators or DC to draw up written agreements on joint transport activities with the purpose of achieving efficiency gains or other financial advantages.



According to Tokman (1989:17) in Sweden, the taxi industry was regulated in terms of “norms geared to protect the taxi users and the public in general.”

The regulation included the following:

- vehicle fitness,
- driver ability,
- route allocation ,
- working hours, and
- car insurance.

The effects of the regulation in Sweden ensured the quality and reliability of the service and also resulted in good security and tariff transparency. However, the deregulation resulted in:

- sharp increase in the number of taxis,
- reduced income and
- fare increase.

Tokman (1989:17) concluded that “the norms and rules geared to protect consumers can hardly be abolished to generate an eventual benefit to the informals who would perform as new taxi operators or to the users of the taxi service.” The impact of deregulation is clear from this case study in Sweden. The sharp increase in the number of taxis, reduced income and fare increases are comparable with the current situation in the unregulated taxi industry in South Africa.

2.8 Summary

This chapter tried to discuss the theories of policy implementation that provide the theoretical framework of the study. The literature reveals that the approach used to implement policy influences the challenges that may arise and affect service delivery. Because of apartheid laws, transport policy in South Africa has undergone fundamental transformation since 1994. The challenges faced by the government in managing the taxi industry should be discussed in the context of the past and present situations of the public transport in South Africa. Reviewing the literature also assists in informing the selection of suitable methodology for this study. Comparison with international studies will assist the government to come up with a model of intervention that will assist the present situation and curb the taxi violence permanently. The next chapter explains the methodology selected to conduct the study.

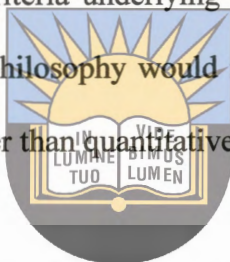


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CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The literature reviewed in the previous chapter provided comprehensive content and frameworks that helped inform the selection of suitable methodology for this study. According to Hughes (1980:12) methodology represents a corpus of procedures for analyzing social reality, which may then be codified into theory. The process of research concerns not just method, but also the underlying methodology, philosophy of social research in terms of which the basic assumption and criteria underlying research are framed, Bailey (1982:32). Mouton (1996:37) states that the philosophy would include a 'theory' of when and why to apply, for example, qualitative rather than quantitative method or vice versa.

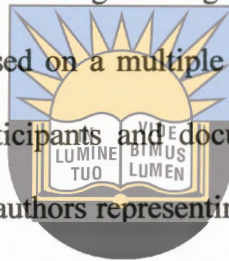


In this chapter, the researcher seeks to describe the steps taken to collect data. The study will also describe the research methods that will be applied and the rationale behind the choices made. The research strategy will be of a contextual nature which will focus on a particular case in its specific context of meaning and significance. Research participants, methods and instruments to collect data will be discussed. These aspects of the chapter were informed by the study's research questions:

- What are the challenges facing the Eastern Cape Department of Transport in managing the taxi industry?
- What measures have the department of transport implemented to address problems in the taxi industry?
- To what extent have the interventions been successful in curbing taxi violence in King William's Town?

3.2 Research approach

The study used a qualitative research design because of its exploratory nature. The objective of a qualitative design is to explore areas where limited or no prior information exists and or to describe behaviours, themes, attitudes or relations that are applicable to the units analyzed (Du Plooy, 2002:83) Qualitative research properly seeks answers to questions by examining various social settings and individuals who inhabit these settings (Berg, 1998:7). Since the aim of the study is to answer research questions by understanding the perceptions and experiences of the respondents in order to gain insight on the challenges of the taxi industry. The research technique will be based on a multiple method approach, in-depth interviews, questionnaires, observation of participants and document study. Bailey (1982:300) notes, comparing documents by different authors representing one of the most effective methods of ensuring reliability of source material, although there is no truly objective method of ensuring absolute reliability.

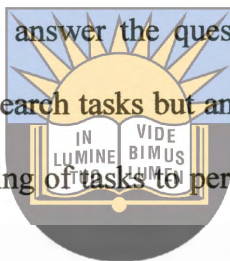


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The validity of the document is best ensured by external checks locating individual documents in terms of the broad social, economic and political context prevailing at the time, Bailey (1984:324). Primary documents such as newspapers, government publications and articles based on field research record actual happenings on the first basis. They are the least likely to be clouded by subsequent reinterpretations. Document sources have the advantage of enabling access to otherwise inaccessible information, concerning a relatively large area, Bailey (1987:296). Documents released at the provincial government level and also by the local government of Buffalo City Municipality that is related to the topic under study will be employed for the research.

3.3 Research Design

Against the background of the present situation in the taxi industry, it is no doubt the interest of all parties concerned (government, operators, drivers, commuters and the general public) that the on-going taxi violence in King William's Town be viewed afresh. A research design is a sequence of events which connects the procedures for collecting the empirical data to the initial research questions on one hand, to the subsequent data collection, analysis and conclusion on the other, Powell (1999:21). This then relates to the practical aspects of how the study is conducted in order to answer the questions the research seeks to address. A methodology is not just a list of research tasks but an argument as to why these tasks add up to the best, because the mere listening of tasks to perform does not prove that they add up to the best feasible approach.



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The study employed a triangulation of research methods. Firstly, the researcher had interviews with the Chairperson's of rival taxi associations (BATA and KWTTMF), Provincial Director of Public Transport and Planning, Taxi Registrar, Director of Public Safety (BCM), Commander of Traffic and Law Enforcement, Regional Commander of Traffic (King William's Town). Secondly, questionnaires were distributed to the operators, drivers and commuters at the taxi ranks in King William's Town and where BATA is operating (Botanic Street, BP and Shell Garages). Thirdly, the researcher was observing the movements of taxi operators, drivers and commuters during the research. Documents analysis were also used to supplement the data.

3.4 Exploratory Research

According to Bless and Higson-Smith (1995), the purpose of exploratory research is to gain insight into a situation. This need to explore what arises out of lack of basic information on this topic. Exploratory research can also serve the purpose of determining the feasibility of doing future additional research (Neuman, 1997). We can therefore conclude that the rationale for exploratory investigation is to move toward a clearer understanding of how one's problem is to be posed, to learn what are the appropriate data, to develop ideas of what are significant relationships and to evolve one's conceptual tools in the light of what one is learning about the area of life studied (Artinian, 1986).



3.5 Case study

For the purpose of this research study, the researcher has adopted a case study method. A case study method is a strategy of doing social research, which seeks answers to “how” or “why” questions, in circumstances where researcher has little control over events being studied. The researcher chose this method because it is an exploration of a bound system or case over time through detailed, in-depth data collection involving multiple sources of information rich in context (Creswell, 1997:61).

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As it was mentioned earlier that case studies are appropriate when the researcher is trying to attribute fundamental relationships within the exploratory interpretive critical classes of qualitative research design. They provide practical wisdom requiring perceptual recognition whilst the theory used to analyze cases offers a cognitive understanding usually expressed in rules, principles and theories.

There is a reliance on multiple sources of evidence rather than a single data collection method and the need to employ distinctive strategies for research design and analysis, irrespective of the qualitative nature of variables (Yin, 1993:3). Such multiple sources of evidence include observations, interviews, documents and reports (Creswell, 1997:61).

3.6 Target population

In general, the aim of surveying is to find out how everyone who wants to contribute in a topic under investigation feels. Because of practicalities, we cannot ask everyone (total population) so we need to sample from people to find out how some of them feel. The goal of sampling is to figure out whom to ask so that you can infer what everyone else thinks. The bottom line is that we want to know how the population feels, but we are only asking a slice of the population. One of the first things you will need to do before you decide on a sample, is to think about the characteristics of the population that will be very important to you for your study, so that when drawing your sample it will make representative appropriately. The goal of sampling is to collect data from a representative group of people in order to generalize the results back to the population of interest.

Alreck and Settle (1995:5) indicate that when identifying a population for a study, it is important to ensure that it consists of people who have the relevant information sought by the researcher. For the purpose of responding to the objective of the study, the target population consisted of the following:

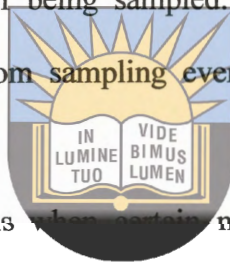
- Five Eastern Cape Department of Transport officials
- Five Buffalo City Municipality officials
- Ten taxi associations
- 1159 taxi operators

- 700 taxi drivers
- 10500 taxi commuters

3.7 Sampling

A sample is a portion of a larger group. This means that a sample consists of representative parts of a whole. There are a number of ways to select a sample, most of which can be classified as one of two types: **Probability and Non – probability sampling.**

- Probability Sampling is a type of sampling whereby every member of the population has a known probability of being sampled. Probability sampling implies random sampling, because in random sampling every person has equal chances of being selected.
- Non-probability sampling is when certain members of the population are chosen because of a judgement on the characteristics of the population.



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Non-probability samples are created because the units appear representative or they can be conveniently assembled. Non-probability is not random because not all members of the population have equal chances of being drawn for the survey and some have no chance.

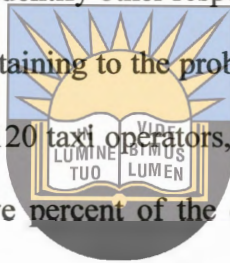
In this study, purposive and snowball sampling procedures were used. Purposive and snowball sampling are non-probability sampling. Purposive sample is when the identifiable respondent has knowledge about the matter the researcher seeks to investigate. Snowball sampling is a chain reaction of information where the respondent from the population act as an informant and identify other members who are keen to participate and make contribution to the study under investigation.

3.7.1 Purposive Sampling

Purposive sampling is the identifiable respondent that have knowledge about the matter at hand the researcher seeks to investigate. The researcher interviewed both Chairperson's of the rival taxi associations, the Director of Public Transport and three officials (Provincial), the Taxi Registrar and five senior officials from Buffalo City Municipality.

3.7.2 Snowball Sampling

Snowball sampling is like a chain reaction of information where an individual from the population act as an informant and identify other respondents who are also keen to participate and contribute with information pertaining to the problem the researcher seeks to investigate. Questionnaires were distributed to 120 taxi operators, 70 taxi drivers and 1050 commuters to answer. Approximately seventy five percent of the questionnaires were collected and five percent were defective and were not included in the results of the study.



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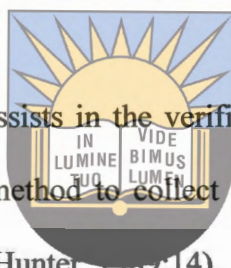
3.8 Data Collection

Qualitative researchers operate under the assumption that reality is not easily divided into discrete and measurable variables. They are often described as being the research instruments because the bulk of their data collection is dependent on their personal involvement in the setting. Quantitative researchers identify one or a few variables that they intend to study and then collect data specifically related to those variables. Specific methods of measuring each variable are identified and developed with the attention to the validity and reliability of measurement instruments. Data is collected from a population of one or more large samples that represent the population in a form that is easily converted to numerical indices.

3.9 Data Collection Instrument

Data collection instruments refer to the tools that were used to collect a data to address the research questions in this study. For the study, the following instruments were used to collect the data:

- Interviews
- Questionnaires
- Observations
- Documents



The use of several methods also assists in the verification of information that is collected. Any study that employs a single method to collect a data calls the validity of the study's findings into question (Brewer and Huntel, 1989:14).

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3.9.1 Individual Interviews

An interview is a direct method of obtaining information in one on one situation. Borg and Gall (1989:219) define an interview as a purposeful interaction between two people focused on one person trying to get information from the other. Semi-structured interviews were used to collect data. Appointments for interviews were arranged telephonically and the interviews were conducted at the respondent's offices. The researcher explained to the respondents being interviewed the purpose of the interviews. The duration of the interviews was averaging to forty- five minutes per session. The researcher had enough time to investigate the root causes of taxi violence in King William's Town and why there are no lasting solutions to the problem whilst the government is constantly intervening. This type of interview is mostly associated with survey research and it is believed that, it is the technique which most people are familiar with.

The theory behind this method is that each participant is asked questions in the same way so that any differences between answers are then assumed to be real ones and not the result of the interview situation itself (May,1993:92). This method permits comparative between responses. It relies upon a uniform structure, while a calculated number of people are interviewed so that they are representative of the population for the purpose of generalization. This form of interview leaves little room for on the spot adaptation and the applicants have hardly any lee- way for expanding their answers. **The interview schedule is attached as Appendix A.**

3.9.2. Semi- structured interviews

This type of interview combines techniques from structured and focused type of interview. Most important questions are compiled in a list in hand, but the interviewer is free to probe beyond the answers in a manner which would often seem prejudicial to the aims of standadization and comparability.



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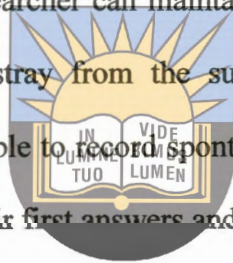
3.9.3 Unstructured interviews

This type of interview is where the researchers have the liberty to adapt questions as they think fit to pose. It is necessary to guard against the interview spiraling to a point where researchers are unable to gather facts that enable them to assess the participant objectively.

3.9.4 Advantages of Interviews

- **Flexibility** – it allows the interviewer to probe for more answers and questions can be repeated if the answer is not clear enough or shows that the interviewee misunderstood the question. It also allows follow up questions on incomplete or unclear responses from the respondent.

- **Response rate** – the researcher tends to acquire more and better responses than to a mailed questionnaire because participants who are unable to read and write can still answer questions during the interview. Verbal and non-verbal behaviour can easily be detected in one- on -one situation interviews.
- **Conducive environment** – the researcher can standardize the interview environment by making sure that privacy and silence are maintained when conducting an interview.
- **Sequential order-** the researcher can maintain order over questions and can ensure that respondents do not stray from the subject. Spontaneity is also maintained wherein the researcher is able to record spontaneous answers and respondents do not have a chance to retract their first answers and give second answers.



3.9.5 Disadvantages of Interviews

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- Interviews are time consuming, labour intensive and expensive.
- Sometimes the respondents may be uncomfortable with the interview and end up not disclosing his or her true feelings about the subject.
- The responses given by the respondents may be subjective and biased because of eagerness to please the interviewer or the interviewer may seek out answers that supports preconceived views by asking leading questions.

3.9.6 Obtaining Adequate Response

In an interview situation, the respondent is the participating party who has to convey information and there are several factors that are potentially contributing to the distortion of the information. It distinguishes effects arising from respondent orientations and effects originating in respondent characteristics (Mouton 1985).

3.9.7 Respondent Orientations

3.9.7.1 Role Selection

Webb (1966:58) in Mouton (1985) points out that “by singling out an individual to be tested the experimenter forces upon the subject a role defining decision- what kind of person should I be as I answer these questions or do these tasks?” There is always the possibility that the respondent will not give honest answers but rather answers that he thinks a person in his position should give.

In defining his role the respondent may be influenced by the interviewer’s particular approach. That could be his own perception of his role, social expectations and the presence of other people during the interview, Turner & Martin (1984:78).



3.9.7.2 Motivation of Respondent

With a view of ensuring the validity of the data, it is of the utmost importance that the respondent be well motivated to participate in the study. Motivation depends inter-alia on factors such as interviewer’s characteristics, contextual factors, the formulation of questions and especially the degree to which the questions interest- or threat- the respondent (Mouton 1985).

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3.9.7.3 Response Patterns

Respondents often answer questions in a systematic way that is not directly related to the content of the question. Examples of such response patterns is a tendency to mark on scales (extreme checking style) or only the middle position (central tendency). These response patterns predominate where the content of the items are not clear. The other response pattern is a tendency to answer “yes” to all or most of the items in a questionnaire.

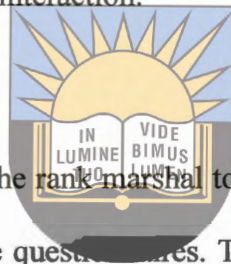
3.9.7.4 Recording

Audiotape was used during the interviews to record information. Transcription was used after recording of interviews. Tutty, et al. (1996:95) maintains that transcript should be produced verbatim to allow the context of the conversation to provide as much meaning as possible. This is enabling the researcher not to misinterpret the interviewee as Cohen and Manion (1989:318) claim that the interviewer often misinterprets what the respondent is saying. Mason (2001:53) states a caution that transcription is partly partial because it is inadequate record of non-verbal aspects of the interaction.

3.10 Questionnaires

The researcher had arranged with the rank marshal to have taxi operators and drivers to form part of the sample by filling in the questionnaires. The following instructions were given at the beginning of the questionnaire. The taxi operators and drivers were told that they should answer the questionnaires to the best of their abilities and voiced their opinions in an honest manner as the study was for research purposes. It was further explained to them that there are no right or wrong answers, they must answer every question or the questionnaire will be useless to the researcher if the questionnaire is incomplete and if they want to change their minds of participating, they are at liberty not to participate. Questionnaires were also distributed for taxi commuters at the King William's Town taxi ranks and at Botanic street where BATA is operating. The questionnaires were administered and collected by the researcher. Respondents were thanked for their participation. **Questionnaires as per**

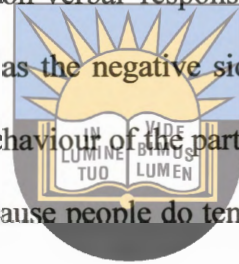
Annexure B



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3.11 Observations

By observing, it was possible to obtain first hand data about the phenomenon under study. The data for this study was also collected by taking field notes during observation (Cantrell, 2001). Field notes can be described as detailed notes containing observable actions. Everything seen and heard during the session was written down in a chronological manner (Holloway & Wheeler, 2002:285). The researcher tried to be neutral as possible (Holloway & Wheeler, 2002:87), but it became obvious that the participants were very aware of the fact that notes were taken on their non-verbal responses to the information provided by the researcher. This was experienced as the negative side of taking field notes. The researcher was even of the opinion that the behaviour of the participants was artificial to a certain extent. This could have been the case because people do tend to behave differently when they know that they are observed.



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3.12 Documentary analysis *Together in Excellence*

Hakim (1987:36) explains that documents are, “ used by organizations to record the development and implementation of decisions and activities that are central to their functions.” Babbie and Mouton (2001:347) explain that there are up to thirty types of documents that can be used. Documentary analysis was used as supplementary source of data.

The documentary materials used in this study included the following:

- Government legislation
- Budget speeches
- Reports
- Policy speeches
- Policy statements
- Strategic plans
- Media statements
- Memorandums

3.12.1 Moving South Africa (MSA)

'Moving South Africa' was a high profile, data driven project of the National Department of Transport (NDOT), which looks at appropriate transport strategies for the next twenty years from 1999. This project was developed in order to realize the vision in the White Paper on National Transport Policy. The White Paper also suggests two thrusts areas:

Those that are means to achieve the goals and those that are goals themselves.

Means: Skills and technology building broaden participation in the economy

Goals: Customer needs – the transport strategy must be based on a data driven, understanding of the needs of different customer segments, service levels and cost requirements.

- Investment objectives – national investments in infrastructure and operations should provide the required returns, be the economic returns to the country, financial returns to the investors or social returns to the people of South Africa.
- Policy requirements- - the transport strategy should enable the achievement of national and regional policy objectives as well as the achievement of objectives of other arms of government.
- Integration- the strategy should identify where regional, modal and institutional integration can be enhanced and facilitated.
- Environmental sustainability- -the impacts of various modes of transport alternatives should be measured for their environmental impacts.
- Low cost for designated level of service- - the transport strategy must recognise that various customers have different needs and strive to meet those needs at the lowest possible cost.



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- Meet basic needs- -transport has an impact on key goals of the Reconstruction and Development Programme (RDP) of meeting basic needs of the people of South Africa.

Therefore, a good public transport system is an essential cornerstone for a high performance country. The government's drive for increased economic growth, employment creation and social integration, can use the vehicle of public transport as an answer to accelerate all these processes.

3.12.2 Intervention by the National Government

In 1995, the National Taxi Task Team (NTTT) was set up to investigate the causes of taxi violence and come up with alternative solutions to curb the violence completely that have engulfed the industry from its inception. The NTTT reported that the taxi industry is not recognized by the government and also lacks economic empowerment no formal structure and no effective control of its operations (Memorandum, 1999). The continuing conflicts and constant threats of violence in the taxi industry are the results to the failures of effective mechanisms and structures to control and regulate the taxi industry by the government.

In 1996 the NTTT's recommendations were that the Minister of Transport should regulate and formalize the taxi industry and work towards its economic empowerment. These recommendations led the government with the taxi organizations to negotiate and ultimately saw all taxi organizations agreeing to work together.

However by the time of the finalisation of the NTTT process in 1998, it was apparent that powerful interests had become invested in the mafia-like use of violence as a means of suppressing competition.



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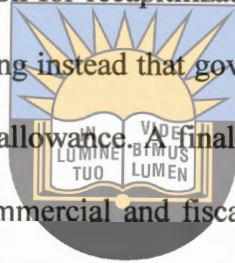
Many taxi associations so called 'mother bodies' to which local associations were affiliated actively opposed the government's attempts at re-regulation and sparking an escalation in taxi related violence between 1998 and 1999. Mindful of the failure of its re-regulation plans, in 1999 the government changed its focus to restructuring the industry through the recapitalization process.

In essence, the recapitalization strategy aims to create the taxi industry from scratch, phasing out the 16-seater minibus taxis in favour of new 18 and 35 seaters, and introducing smart card technology to eliminate cash from commuter transactions. From the government's perspective, two issues continue to unsettle the proposed recapitalization strategy. Firstly, there is a question of who represents the taxi industry. Secondly, there are concerns over the cost implications of recapitalization. SANTACO, which was formed in 1998 as an industry driven response to the government's failed attempts to resolve taxi violence, has a democratically elected council and claims to represent the industry as a whole. However, shortly after it was formed, a rival taxi association, the National Taxi Association (NTA) set up office and claimed to be the mouthpiece of the taxi industry.

Tension between the two bodies erupted almost immediately and conflicts over representation continue to cause problems for the recapitalization process. The existence of two associations both claiming to represent and speak on behalf of the taxi industry significantly complicates government's efforts to consult with and enter into binding agreements with the industry. A new plan has been designed to deal with the problems that have rendered the taxi industry uncontrollable.

The plan includes taking the country's present fleet of 127,000 minibus taxis off the road and replacing them with larger, stronger and safer vehicles that will be equipped with smart cards that will ensure that the taxis will not deviate from their respective routes. The Recapitalization Plan that was jointly developed by the National Department of Transport, Trade and Industry, Minerals and Energy and Finance, the government will subsidize existing taxi operators to help them buy the new 18 to 35 seater taxis.

Government has set aside R4 billion for recapitalization process, but the taxi industry is not satisfied with this amount, proposing instead that government should provide a 20% up front subsidy as well as 30% scrapping allowance. A final implication of this formalization of the taxi industry will be the legal, commercial and fiscal incorporation of all relevant business entities involved and will be a major source of revenue for the South African Revenue Services as they will be netting a good tax from the taxi industry for the first time.



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3.12.3 Rollout of the Taxi Recapitalization Programme

On the 13 October 2005, Minister of Transport Jeff Radebe pronounced a rollout of the Taxi Recapitalization Programme by issuing Taxi Operators Licenses to those who converted their radius based permits to route based permits.

He mentioned that the government has intervened by ensuring that taxi operators confine their operations to specific routes and stop invading routes used by the rival associations. As a Minister of Transport in consultation with all Transport MECs, "I have indicated that the permit conversion process should be completed by the 30 November 2005 after the initial extension was granted as requested by the Operating Licensing Boards (OLB) so that they can be given more time to finalise the conversion process".

The Minister also emphasised that there is no single association in the country that must lay claim to route ownership. All routes belong to the people of South Africa, and these are our public transport users. He also mentioned that a permit is not a right, the role of the taxi industry should be strictly business and that of the government is Regulation.

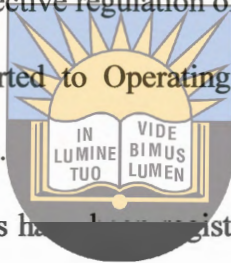
A taxi permit or Operating License gets issued to an applicant to render a service but it remains the property of government. The government also concluded negotiation and signed a contract with the preferred bidder to scrap all the un-roadworthy taxis as part of the Taxi Recapitalization Programme (TRP). On the 30 June 2006, the government announced that Siyazi Consortium was the preferred bidder for the agency following months of waiting for the tender process to be finalized. The Consortium was expected to have identified facilities and sorted operational issues within two months after finalizing negotiations with government and signing the contract. Through the Scrapping Administration Agency (SAA), government is targeting to scrap 10 000 minibuses each by the end of the year. The final offer of the government to the taxi operators is R50 000 scrapping allowance in exchange for each minibus scrapped.

3.12.4 Progress on the TRP

The TRP has been conceived by Government in order to formalize, democratise and transform the industry as well as ensure its integration within the mainstream public transport arena. The initiative flowed from the Report of the National Taxi Task Team established by Government in the mid-1990s, and was encapsulated in legislation in terms of the National Land Transport Transition Act, Act No. 22 of 2000 (NLTTA). A critical ingredient in the TRP is the need to renew the current aged taxi fleet, which is deemed to be old, unsafe and unreliable.

The TRP is further underpinned by the following factors and objectives:

- Government has facilitated the introduction of purpose-built New Taxi Vehicles (NTVs) that promote road safety.
- The Department of Transport (DoT) has introduced compulsory safety requirements for the NTVs through the National Road Traffic Regulations.
- DoT has facilitated the certification of TRP compliant vehicles by the South African Bureau of Standards (SABS).
- Government will ensure effective regulation of the industry.
- All permits will be converted to Operating Licenses in line with transport plans developed by municipalities.
- All legitimate taxi operators have been registered with the Office of the Registrar in their respective Provinces.
- DoT will encourage taxi operators to register with the South African Revenue Services.
- DoT has facilitated the establishment of the Taxi Scrapping Administrator.
- Government will ensure that the relevant sphere of government undertakes the control of routes, taxi ranks and public transport facilities.
- DoT in consultation with other stakeholders will ensure effective law enforcement, and will implement a law enforcement strategy initially focusing on the TRP but which will in due course be applicable to all road-based transport
- DoT in consultation with the Transport Education & Training Authority (TETA) and the industry must address the human resource and training requirements in the industry.



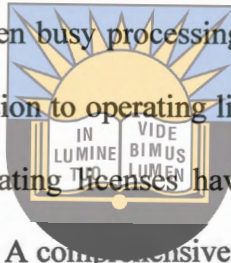
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- Government commits to the economic empowerment of the industry role-players through the TRP.
- Government commits to the promotion of universal access to public transport for vulnerable and marginalized sections of the community.

3.12.5 Conversion of Permits

Conversion process – the final deadline for taxi operators to file applications to convert permits to operating licenses was 30 September 2006. Since then provincial Operating Licensing Boards (OLB's) have been busy processing these applications. A total of 118,531 permits were submitted for conversion to operating licenses – 80,362 applications have been approved so far with 47,715 operating licenses having been uplifted by operators, and a further 32,647 awaiting upliftment. A comprehensive breakdown of conversions per province is included in Annexure 2. The Minister has further gazetted (R.891 dated 4 September 2006) a Rectification of the Road Traffic Regulations, which outlines the new **specifications for New Taxi Vehicles (NTVs)**.



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These compulsory safety specifications have augmented those promulgated in 2005 (R.871 of 2 September 2005). These Regulations are made under section 75 of the National Road Traffic Act, Act No. 93 of 1996 and become fully enforceable from 1 January 2008.

There are now three categories of taxis that will be permitted to operate:

- 9 to 16 seater (M2 mini-bus)
- 17 to 23 seater (M2 midi-bus)
- 24 to 35 seater (M3 midi-bus)

The following safety requirements now apply for mini and midi buses:

- Seatbelts for all passengers in the vehicle
- Seat size of no less than 400mm
- Partition behind the driver's seat
- Only one passenger seat at the front
- No jockey or fold up seats
- Rollover bars
- Steel radial tyres
- Yellow reflecting warning marks at the rear and sides of the vehicle
- Type II A brake system



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The South African Bureau of Standards (SABS) has certified a number of vehicles in the

mini and midi-bus categories as compliant with the new specifications. Mandatory distinguishing markers and colour coding for New Taxi Vehicles (NTV's) that comply with the new vehicle specifications have been introduced and a phased implementation is planned.

It is a law enforcement tool in conjunction with the new operating license system as it denotes a legitimate service. It will assist in resolving conflicts by replacing the 'gentlemen's agreements' for routes as routes are now allocated on the basis of Operating License Strategies, and should reduce associated crime and violence in the taxi industry.

The distinguishing markers will be a source of information to the commuter, 'tourist' (new user), law enforcement officer, and other operators. It enhances a user-friendly public transport system.

Advertising on vehicles – the Regulation on distinguishing markers only permits translucent advertising at the rear window of a taxi vehicle if the material complies with the provisions of the National Road Traffic Act (Act No. 93 of 1996). Vehicles that fail to comply with this restriction or which contain other prohibited forms of advertising should be prosecuted. These are the three elements of the TRP that require enforcement by transport officials. Whilst it is proposed that a phased approach to law enforcement be adopted it is stressed that there can be no tolerance of transgressions by public transport operators that compromise the safety of passengers.

3.12.6 Road Transport Management Corporation (RTMC)

The RTMC has been established as an agency of the NDoT with a mandate that includes the following:



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- To enhance the overall quality of road traffic management and service provision;
- To strengthen the co-operation and co-ordination between the national, provincial and local spheres of government in the management of road traffic;
- To maximize the effectiveness of provincial and local government efforts, particularly in road traffic law enforcement.

The RTMC is beginning to fulfill its mandate and is establishing the infrastructure and capacity to execute its functions. It is envisaged that the RTMC will have the following functional units:

- road traffic law enforcement;
- training of traffic personnel;
- vehicle registration and licensing;
- vehicle and roadworthiness testing;
- testing and licensing of drivers;
- road traffic information;

- accident investigations and recording thereof;
- communication and education;
- infrastructure safety audits; and
- administrative adjudication of road traffic offences.

The RTMC is faced with a range of challenges in co-ordinating its functions as the location of road traffic and transport law enforcement functions in the provinces are not homogenous. These functions reside variously in the Departments of Transport, Community Safety, Local Government, and Roads & Public Works.



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3.12.7 Law Enforcement for Taxis

YEARS	GP	NC	NW	LP	MP	FS	EC	KZN	WC	TOTAL	Target to be scrapped
before 1980	540	60	699	279	439	696	75	735	990	4,513	8,666
1980	226	28	301	113	205	283	34	210	429	1,829	
1981	301	26	369	153	274	372	56	272	501	2,324	
1982	341	27	507	198	351	451	85	339	607	2,906	10,720
1983	409	30	522	203	349	401	98	416	720	3,148	
1984	524	51	787	330	540	518	150	741	1,025	4,666	
1985	465	40	597	298	377	363	150	676	755	3,721	12,521
1986	553	58	585	288	438	363	141	663	751	3,840	
1987	715	44	784	397	553	379	222	882	984	4,960	
1988	915	55	1,035	593	698	423	301	1,243	1,232	6,495	23,560
1989	738	53	1,063	511	669	405	369	1,572	1,304	6,684	
1990	759	52	1,050	491	544	345	375	1,176	1,219	6,011	
1991	397	30	843	419	393	245	305	850	888	4,370	
1992	333	42	566	308	339	196	231	773	705	3,488	12,941
1993	248	39	556	297	323	299	227	860	688	3,537	
1994	206	28	494	222	276	248	204	834	637	3,149	
1995	155	22	432	317	294	215	176	621	535	2,767	
1996	86	21	403	423	273	154	150	578	566	2,654	
1997	47	22	283	252	292	99	115	650	460	2,220	6,727
1998	39	12	185	206	213	98	142	655	303	1,853	
1999	22	20	114	132	113	58	66	466	321	1,312	2,768
2000	18	8	68	49	112	27	22	360	262	926	
2001	7	7	52	40	71	28	12	143	170	530	
Total	8,044	776	12,295	6,514	8,136	6,666	3,706	15,715	16,052	77,903	77,903

Figure 2 : Age Profile of Registered Taxis from 1980 per Province

The aim is to scrap the oldest (and least roadworthy) vehicles first. Some of these operators may wish to exit from the taxi industry and will therefore not be purchasing new vehicles. These operators will have to hand in their operating licences as well when they apply for their vehicles to scrapped.

However the Director General at a briefing (in March 2007) on the 2010 Public Transport Action Plan suggested a scrapping target as follows over a three-year period, which would result in approximately 80% of the estimated 100,000 minibus taxi vehicles being scrapped ahead of the FIFA World Cup. In this scenario it is planned that vehicles be scrapped as follows:

Year of Registration	Year of Scrapping	Estimated number of taxis
1980 – 1987	2007/08	27,394
1988 – 1993	2008/09	30,585
1994 - 1999	2009/10	22,021

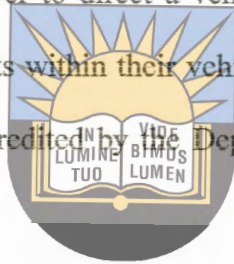
Figure 3 : Projections of Taxi-Recapitalization per financial year

The scenario is further complicated by the table below, which suggests that budgeting has been planned on this basis. However it must be noted that the target of 10,000 scrapped vehicles in 2006/07 did not materialise as the scrapping agency only began functioning towards the end of that year. The target for 2007/08 has accordingly been adjusted upwards to a figure of 20,000 vehicles.

YEAR	NO. VEHICLES	SCRAPPING ALLOWANCE	SCRAPPING AGENCY COST	BUDGET ALLOCATED	SHORTFALL
2006/2007	10000	R500m	R96m	R315m	R281m
2007/2008	15000	R750m	R25m	R319m	R456m
2008/2009	20000	R1b	R27m	Not allocated	R1.027b
2009/2010	25000	R1.3b	R30m	Not allocated	R1.330b

Figure 4: Projected Budget Allocation per financial year

The next step in this initiative is to enforce the removal of unsafe and un-roadworthy taxi vehicles from the roads. This requires the co-operation and involvement of law enforcement agencies across the country. Regulation 140 of the National Road Traffic Regulations issued pursuant to section 75 of the National Road Traffic Act 1996, Act No 93 of 1996 (NRTA), provides the legal basis for a traffic law enforcement officer to conduct a roadworthy assessment on a vehicle and to refer a vehicle to a Vehicle Testing Centre (VTC) for a comprehensive assessment. Section 31 of the RTA read in conjunction with section 3F of that Act gives a traffic officer the power to direct a vehicle to a VTC. Provinces will need to ensure that sufficient capacity exists within their vehicle testing stations to examine old taxi vehicles. The VTCs are being accredited by the Department of Transport according to the following criteria:



- The quality of their equipment
- Effective links to the eNatis system
- Existence of SAPS clearance facilities
- Ability to issue electronic roadworthy certificates
- Accessibility for taxi operators

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The approach towards strict law enforcement regarding un-roadworthy minibus taxis needs to be integrated with the roll out and implementation schedule of the TSA. Whilst the TSA has established a physical presence in each of the provinces, there are only a few scrapping machines available and these will be moved around the country so as to scrap vehicles at pre-determined venues on particular dates in each province.

It is therefore important that a law enforcement focus in a particular province is implemented prior to such scrapping dates so that vehicles that are un-roadworthy can be quickly scrapped, and so avoid the need for such vehicles to be stored in vehicle pounds for long periods of time. The targeting of un-roadworthy vehicles in a particular province or region should also closely follow the distribution of letters to owners of old taxi vehicles requesting them to scrap their vehicles. A proposed schedule of law enforcement checks per province will be developed to complement the proposed schedule of the TSA. The focus should be on the six metropolitan municipalities and the six large urban municipalities (BuffaloCity, Mbombela, Mangaung, Polokwane, Rustenburg and Msunduzi) as outlined in the Public Transport Action Plan. This includes all the host cities for the 2010 FIFA Soccer World Cup.

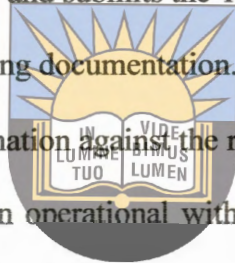


A concern is that the pace of scrapping by the TSA leads to operators of un-roadworthy vehicles stating that they wish to scrap their vehicles but that the TSA is not yet ready for them. If these vehicles are pulled off the roads then we need to consider where they will be stored until they are scrapped. Vehicle pounds have limited capacity and the issue of security of pounds will also need to be addressed. A further constraint to the speedy scrapping of old taxi vehicles is the ability of manufacturers to supply new taxi vehicles (NTV's). There needs to be an alignment of supply and demand for NTV's. The Taxi Scrapping Administrator (TSA) is an outsourced service provider that has established operations in each of the nine Provinces. The TSA is responsible for the receipt, storage, verification of old taxi vehicles, the physical scrapping of the vehicles and the payment of the R50,000 (fifty thousand rands) scrapping incentive to the owner of each scrapped vehicle. The TSA operates in a secure business environment to eliminate the possibility of acts of fraud subverting the system.

The scrapping process being implemented by the TSA is a voluntary undertaking entered into between the TSA on the one hand and the owner of the mini-bus taxi on the other hand. Several thousand operators have so far voluntarily indicated a willingness to scrap their OTVs. In addition to this it is the intention of the DoT to ensure that operators with very old vehicles receive a written notification advising them of the scrapping incentive and the process to be followed in scrapping their vehicles.

The modus operandi of the Taxi Scrapping Administrator is as follows:

- The taxi operator completes and submits the TSA Application for Scrapping Incentive Form together with supporting documentation.
- The TSA verifies the information against the records on NaTIS, OLAS and the SAPS. The vehicle must have been operational within the previous twelve months and the vehicle must be mechanically operational.
- If the application is verified, it is deemed to be provisionally approved, then the operator is requested to bring the vehicle to the TSA for physical inspection and handover for scrapping.
- The vehicle is verified against the provisionally approved application and if all is in order, the form is signed off.
- The vehicle is then de-registered from the NaTIS system. The taxi operator is then paid the scrapping allowance and the vehicle is physically scrapped. This whole process from submission of the application to payment can be completed within a period of two weeks if all documentation is submitted and verified.



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3.12.8 Operating Licensing Boards (OLB)

The Operating Licensing Boards in each of the provinces are engaged in processing these applications and it is anticipated that all applications will be processed by 31 July 2007.

As from 1 August 2007 all mini-bus taxi operators should have valid operating licenses.

This move from permits to operating licenses is another key component of the taxi recapitalisation programme, in that it lays a firm foundation for the regulation of the industry.

The details regarding the operating license have been captured on a robust and fraud mitigated technology platform, the Operating License Administration System (OLAS) that is linked to e-NaTIS. The failure by a mini-bus taxi operator to be able to produce a valid operating license from this date will result in an offence being committed, the offence being a contravention of S. 33 of the NLTTA which provides that no person may operate a road-based public transport service without holding the necessary operating license. Law enforcement officials will therefore be required to check these operating licenses to ensure that illegal operators are removed from the roads.

The moratorium on the issuing of new operating licenses will be lifted once the conversion process has been completed. It is estimated that there are approximately 15,000 illegal operators segmented as follows:

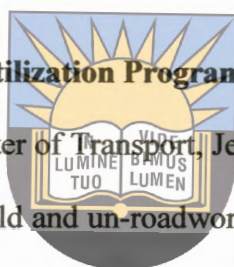
- Those who applied for licenses during the moratorium and whose applications were therefore not processed; and
- Those who participated in the BLC and SLP processes and whose applications were not approved.

These categories of operators will be able to apply for operating licenses when the moratorium is lifted.

Law enforcement actions aimed at enforcing compliance with routes as per the operating licenses should be conducted in consultation and in co-operation with the SAPS, in the light of the violent conflict that has once again surfaced in the battle over lucrative routes by competing taxi associations. There are cases of NTV's that have been issued with TRP compliant certificates but have added seats illegally or made some other *ex post facto* adjustments in contravention of the specifications for NTV's. Random checks on vehicles to ensure full compliance with the safety specifications is required.

3.12.9 Launch of the Taxi Recapitalization Programme in South Africa

On the 28 October 2006, the Minister of Transport, Jeff Radebe officially announced the start of the much awaited scrapping of old and un-roadworthy taxi vehicles at Botshabelo Stadium in the Free State province. The Minister also welcomed the introduction of new taxi vehicles as approved by the South African Bureau of Standards (SABS). He also said that the time has finally arrived for the removal of old and un-roadworthy taxi vehicles on our roads once and for all, many serious work and dedication to the Taxi Recapitalisation Programme (TRP) are now paying off and have culminated to fruition.



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Figure 5 : Launch of the Taxi Recapitalization in Bloemfontein

TRANSPORT MONTH - OCTOBER 2006

New chapter in history of the **Taxi Industry** Scrapping of skorokoro (old) taxi vehicles

Saturday 28 October, Botshabelo Stadium, Free State

Transport Minister Jeff Radebe, MP opens the

Skorokoro (old) Taxi going through the scrapping process

The remains of a scrapped skorokoro taxi

A scrapping allowance of R50 000 is handed over to the owner of a scrapped taxi

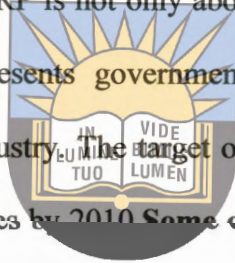
SABS approved taxi vehicles

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The scrapping process is in line with government's key pillars of the TRP rollout strategy:

- The scrapping of old taxi vehicles
- The introduction of new and safe vehicles
- The effective regulation of the taxi industry
- The empowerment of the taxi industry and
- Law enforcement

This strategy recognizes that the TRP is not only about the replacement of old vehicles with new and safe vehicles, but represents government with the opportunity to transform, empower and regulate the taxi industry. The target of the government is to ensure that they recapitalize 85% of old taxi vehicles by 2010. Some of the expected advantages of the taxi



re-capitalization programme are that:

- South Africa's transport system will be revitalized
- Taxis will be safer and more comfortable
- Conflicts over routes will end
- Taxi drivers will experience better wages and working conditions
- Taxi owners will benefit from co-operative purchasing at lower rates
- Black entrepreneurs will have a host of new opportunities to explore
- Income received from the taxi industry will be taxed
- Information on public transport patterns will be easily accessible

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The **National Land Transport Strategic Framework (NLTSF)** tabled by the Minister of Transport in October 2006 contains a clear and firm commitment that “Land transport safety and law enforcement will be harmonised with road traffic safety and law enforcement. This may involve amending the Road Traffic Management Corporation (RTMC) and Administrative Adjudication of Road Traffic Offences (AARTO) Acts to accommodate land transport law enforcement.” The NLTSF further charges the RTMC with developing “a public transport law enforcement strategy to support the success of taxi recapitalisation.” The NLTSF envisages that municipal and national police forces will play a supportive role to undertake proper transport law enforcement to complement traffic law enforcement.

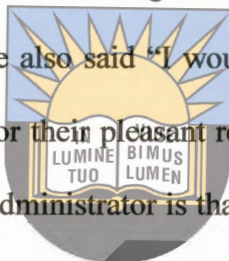


The **Public Transport Strategy** approved by Cabinet in January 2007 rests on the twin pillars of ‘Accelerated Modal Upgrading’ and ‘Integrated Rapid Public Transport Networks’, with the former including the ~~TRP and specifically~~ ^{TRP and specifically} regulation and law enforcement. It also includes the Passenger Rail Plan and the Commuter Bus Transformation Plan. The Accelerated Recovery Plan is a medium-term intervention (from 2007 to 2010) and requires that implementation be fast tracked.

The **Public Transport Action Plan** focuses on implementation of the Public Transport Strategy in Phase 1 from 2007 to 2010, i.e. the Catalytic Integrated Rapid Public Transport Network Projects. The Plan provides for “Enhance law enforcement, inspection, investigation and prosecution capacity and campaigns across all road-based modes (detailed action plan tied to the R2,2 billion allocated for minibus recapitalisation regulation and enforcement).

3.12.10 Taxi Recapitalization Process in the Eastern Cape Province

The Taxi Recapitalization Process in the province was launched on the 14 December 2006 at Sisa Dukashe Stadium by the Minister of Roads and Transport, Thobile Mhlahlo. Since the launch of the scrapping project in the province, 2247 applications have been received by the Taxi Scrapping Agency of which 2022 taxi vehicles have been scrapped. Already, 1832 taxi operators have received their R50 000 scrapping allowance and only forty five (45) operators are still waiting payment. The provincial manager of the taxi Scrapping Administrator, Armstrong Langa attributes this success to the great support received from the Eastern Cape Department of Transport offices. He also said “I would also like to express gratitude to all taxi operators in the Eastern Cape for their pleasant response to this initiative.” He also said that the major challenge facing the administrator is that of unlicensed operators as well as the inability of other operators to obtain licenses due to certain policies.



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The Minister of Roads and Transport, Thobile Mhlahlo also praised the taxi industry for their response to the national initiative, “We commend the taxi industry in the province for heeding the government’s call to recapitalize the ageing fleet in this country.” The Minister also said that this approach provides space for the democratic government to empower the black dominated industry, which has been marginalized for many years. “ We are now moving forward and nothing will stop us, said the Minister.”



DEAD END: An unroadworthy taxi is lifted before being scrapped in line with the government's recapitalisation programme.

PHOTO: EDWARD MAHLAMELA

Figure 6 : Taxi Scrapping Agency of the Eastern Cape, in Zwelitsha.

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Province	Dec 06	Jan 07	Feb 07	Mar 07	April 07	May 07	June 07	July 07	Aug 07	Sept 07	Total	Total Rana
EC	60	210	252	195	166	422	166	218	212	153	2,054	102,700,00
FS	12	61	177	105	59	103	222	282	175	129	1,325	66,250,00
GA	-	-	-	12	14	42	68	157	310	275	878	43,900,00
KZN	150	180	120	99	93	179	193	115	148	109	1,386	69,300,00
LP	-	-	4	87	135	252	251	396	375	195	1,795	89,750,00
MP	-	11	93	37	76	218	61	170	180	110	963	48,150,00
NC	4	18	1	43	5	25	39	6	31	4	169	8,450,00
NW	-	-	-	37	79	293	331	366	397	195	1,698	84,900,00
WC	-	-	-	14	1	18	9	15	38	57	160	8,000,00
TOTAL	226	480	655	629	628	1,652	1,340	1,725	1,866	1,227	10,428	521,400,00

Source: News Letter of the Eastern Cape Department of Roads And Transport, Outreach-Edition 3, September 2007

Figure 7 : Consolidated payment of Taxi Recapitilization as at 21 September 2007

3.12.11 Intervention by the Eastern Cape Department of Transport

Several meetings has been held by the Eastern Cape Department of Transport officials with Buffalo City Municipality officials, South African Police Service officials and the two rival taxi associations (BATA and KWTTMF) trying to resolve their differences but to no avail.

The department has developed a ten - point plan which has packaged a number of very important and visible deliverables. A number of role players have come together in order for the plan to be realistic.

The Ten Point Plan:

(a) Management of Taxi Ranks

All Local Municipalities should take full control of their ranks and not to leave at the hands of the Taxi Industry. The Department of Transport will work closely with Buffalo City Municipality and provide necessary leadership and logistical support. Lessons could also be drawn from the Africa Experience (2002 tour of Southern African Countries).



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(b). Pick up prohibited zone

The N2/ R63 junction has become notorious as it is a free for all hitch hiking spot has to be declared a pick up free zone. That will be applicable to public transport vehicles and private motorists.

© Reviving old Bus Stops

This will address the outstanding issue of “many bus ranks” in King William’s Town particularly for long distance busses.

(d) Permit system

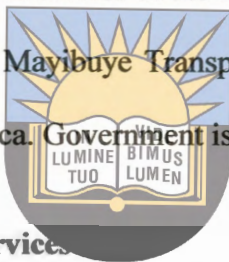
The permit system need to be enforced more strictly with regard to saturation of the routes by public transport vehicles of which some do not have proper permits. The Operating License Board (OLB) will pay particular attention to address the shortcoming.

(e) Security

The SAPS is more than ready to provide security at the ranks and along the affected routes.

(f) Alternative Transport

Looking at putting up Bus Passenger services at the affected routes. Considering all possible options of utilizing the services of Mayibuye Transport Corporation, Algoa Bus Company, Africa's Best 350 Ltd and Fleet Africa. Government is also considering going back to rail.



(g) Tendering Public transport services

If the provision of alternative transport doesn't succeed, these services will be put out for tender. Such services will have to be a contracted service of which it will take some time and won't be addressing the existing transport problem.

(h) Fare structure

There is a need to work around the fare structure of public transport. Currently taxi fare is fifteen- rands between Alice and King William's Town. The government has to examine fares to and from other surrounding areas.

(i) Revenue collection

In terms of the NLTTA, government should level the playing fields for private operators.

(j) Transport Forums

The department of transport is looking at reviving Transport Forums in the area and will take full responsibility for the logistics. The department should encourage the Amathole District

Municipality to revive and establish Transport Forums within the areas with the assistance of the respective local municipalities.

The ten point plan was implemented on the 6th March 2006. The department of transport did provide alternative transport by bringing two Mayibuye Bus Services to service the route between King William's Town and Alice, and the route between King William's Town and Peddie. The busses were only operational for two weeks and after that, the busses were returning empty from the affected areas. The plan is not assisting the current taxi problem working because only two points were addressed from it, i.e, Alternative transport was provided and law enforcement is applied daily around King William's Town. The other eight points from the plan has not been implemented.



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3.12.12 Intervention by the Premier of the Eastern Cape Province

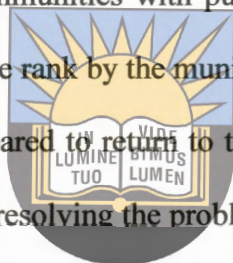
A meeting was held on the 17 January 2006 in East London at the City Hall where the Premier of the Eastern Cape Nosimo Balindlela was chairing the taxi meeting with the assistance of the MEC : Safety and Security, Mr Thobile Mhlahlo and trying to resolve the King William's Town Taxi problems. After listening to both sides of their stories, the Premier launched a task team and asked BATA to go back to the negotiating table with only two terms of references to be discussed : “ How and When BATA will be returning to the municipal demarcated taxi rank ?”

The composition of the task team was made up of ten members :

- Department of Transport 2
- South African Police Services 2
- Buffalo City Municipality 2

- Border Alliance Taxi Association 2
- King William's Town Taxi Management Forum 2

After the meeting with the Premier, on the 18 to 19 January 2005 the meeting was convened with all the above mentioned stakeholders present. The meeting was chaired by the portfolio head of Public Safety-Buffalo City Municipality, Councillor Mbovane. After long deliberations for two days trying to reach an agreement with the two rival taxi organizations to work together and serve the communities with public transport. BATA maintained their position of being allocated a separate rank by the municipality for their members to operate in King William's Town and not prepared to return to the demarcated taxi ranks. The meeting was closed without any progress in resolving the problem. BATA is still operating outside the municipal demarcated taxi ranks till to date and KWTTME is operating at the demarcated taxi ranks.



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3.12.13 Intervention by the Local Government (Buffalo City Municipality)

Several meetings has been held by the provincial and local government with the two rival taxi associations from 2001 till January 2006 to trying to resolve their differences but to no avail. At the Executive Mayoral Committee meeting held on the 16th January 2001, a decision was taken that all taxis operating in King William's Town should operate from the demarcated taxi ranks, either Market Square, Metlife Mall and Taxi City.

The resolution that was taken by the Council also disbanded the taxi management that was operating then and replacing with a more representative interim management structure that was made of one representative from SAPS, Department of Transport, Buffalo City Municipality, three BATA officials and three King William's Town Taxi Forum.

The route destinations/lanes remained as demarcated. Letters were given to BATA and KWTTMF informing them about the resolutions taken by the Council.

Several meetings were convened again to accommodate BATA on the interim management structure but to no avail. BATA made it clear that they want their own rank and don't want their members to be separated. BATA also made it very clear that they want to operate as a unit and don't want to operate in terms of the demarcated destination signs. BATA resulted to operate outside the demarcated taxi ranks. Special taxi operations were conducted by traffic and police officials in addressing illegal taxi operations, taxi operators were arrested and charged for plying for hire outside the demarcated taxi ranks. On the 6th August 2001, BATA requested a meeting with Buffalo City Municipal Council which was held at the City Hall, East London on the 7th August 2001. BATA again was informed by the Council that all taxi associations and taxi operators should conduct their business from the municipal demarcated taxi ranks as per Council's resolution. Another meeting was held by the provincial legislature standing committee for transport with BATA, KWTTF, Buffalo City Municipality and SAPS. The Hon.MEC. Mr Mhlahlo took a decision after listening to both taxi operators' problems in King William's Town and that their operational issues be dealt with by Buffalo City Municipality. Both taxi organizations agreed with the decision.

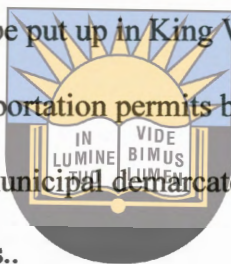
On the 14th August 2001, BATA entered the municipal demarcated taxi rank (Taxi City) and occupied lanes contrary to the resolution that was taken by the Council. The situation at the rank was very tense and an urgent meeting was called by Buffalo City Municipality. BATA, KWTTF, SAPS and Buffalo City Municipality were represented in that meeting. After long deliberations, BATA refused to operate in terms of the Council's resolutions and opted to operate at BP, Shell garage and Botanic street.

The law enforcement agencies intensified its operations again in respect of the on-going taxi conflicts in and around King William's Town.

On the 6th January 2004 a meeting was held at the City Hall, East London whereby only officials from Eastern Cape Department of Transport, Buffalo City Municipality and Cllr Mbovane were present. The meeting resolved that:

King William's Town taxi ranks must be closed and road transportation permit system should be implemented.

- Random roadblocks should be put up in King William's Town.
- All taxi's without road transportation permits be prosecuted and impounded.
- All taxi operators utilising municipal demarcated taxi ranks must have professional driving permits..



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On the 3rd December 2004 a meeting was held in the King William's Town library. Present at the meeting was representatives from Buffalo City Municipality, Provincial Department of Transport, BATA and King William's Town Taxi Management Forum. The Executive Mayor from Buffalo City Municipality, Mr. S. Maclean, chaired the meeting. At the meeting it was agreed that a interim committee be established consisting of 2 BATA members, 2 King William's Town taxi management members, 2 officials from Buffalo City Municipality, 2 officials from Department of Transport and 2 SAPS members. " The terms of reference of the interim committee was to discuss the smooth return of BATA to the Buffalo City Municipality demarcated taxi ranks in King William's Town". In his closing remarks, the Executive Mayor appealed to the taxi operators for consistency in sending their representatives to meetings and not changes faces each time a meeting is held.

On the 8th December 2004, the interim committee could not convene the meeting because BATA brought in observers in the meeting and the chairperson, Mr Tyatyeka from the Department of Transport called off the meeting. The meeting was rescheduled for the 15th December 2004.

The meeting was convened with all the interim committee stakeholders present. The issue of “ How and when BATA should return to the municipal demarcated taxi ranks?” The return of BATA was debated at length and the following recommendations were put forward:

- BATA should return to the demarcated taxi ranks in a peaceful manner and conduct their business. The interim taxi committee should monitor the taxi operations within the taxi rank
- BATA should not load long distances in King William’s Town at all unless they have permits to do so
- The interim committee has to convene a meeting early next year to discuss the issue of permits regarding long distances, inter-town and local routes.
- Mr Dinte, the taxi Registry from the Department of Transport should also be invited and be part of the interim committee.



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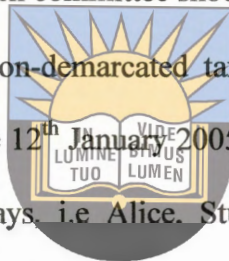
On the 20th December 2004, the broader forum meeting was convened and chaired by Councillor Mbovane. The interim taxi committee tabled the recommendations to the broader forum. All the above recommendations were endorsed by the meeting with only one change that came from Mr Nanto of BATA suggesting to also have Mr Padayachee from the Eastern Cape Operating Licensing Board to be invited to a meeting where he should give clarity of issues pertaining to permits.

On the 22nd December 2004, the interim taxi committee convened and BATA did not attend the meeting and a concerted effort was made to inform BATA about the scheduled meeting. The interim committee discussed at length the “How and when BATA should return to the municipal demarcated taxi ranks?”

The following recommendations were made:

- BATA should return to the demarcated taxi ranks in a peaceful manner and conduct their business. The interim taxi committee should monitor the taxi operations
- BATA should vacate the non-demarcated taxi ranks and start operating from the demarcated taxi ranks on the 12th January 2005 at 05h00 a.m. KWTTMF must ensure that the demarcated taxi bays, i.e Alice, Stutterheim, Keiskamahoe, Peddie and Middledrift are cleared for BATA to utilise.
- The interim committee has to convene on the 31st January 2005 to discuss the issue pertaining to transportation permits.
- The committee also resolve to have Mr Dinte and Mr Padayachee as members of the interim committee.

On the 6th January 2005, the broader forum convened and the Chairperson was Councillor Mbovane. The interim committee gave a report to the meeting and also tabled out the recommendations. The Chairperson asked BATA to give the meeting an explanation of non-attendance of the interim taxi meeting that was held on the 22nd December 2004. BATA informed the meeting that they were not aware of the meeting as they only knew about the one that was scheduled for the 31st January 2005.

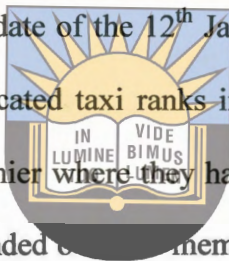


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The chairperson made it clear to the meeting that the interim taxi committee is still going to carry on with the meetings and report back to the broader forum while discussing the “How and when BATA should return to the municipal demarcated taxi ranks and the date of the 31st January 2005 must not be confused as it was set aside only to discuss the issue of permits by Mr Dinte and Mr Padayachee. The recommendations were endorsed by the meeting.

As from the 10th January 2005, there was a strong visibility of law enforcement agencies within the taxi ranks and around King William’s Town to safe guard the ranks for BATA to come in and operate as per agreed date of the 12th January 2005. On the 12th January 2005, BATA did not return to the demarcated taxi ranks instead they paraded plus-minus eighty minibuses to the Office Of the Premier where they handed over the memorandum with their grievances to the Premier. After handed over memorandum, BATA drove back into town and converged in-front of their offices, gave feedback to its members and dispersed. Several meetings were held with all stakeholders trying to persuade BATA to go back to the demarcated taxi ranks but to no avail.



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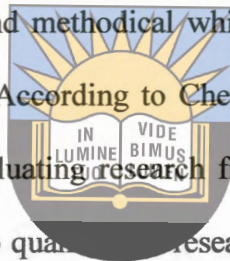
On the 24 January 2005, the interim taxi committee convened and was not making any desired progress. Both taxi associations were saying that their differences would not be resolved until the government intervene and point the way forward. That was the clear indication that the matter could never be resolved when left in the hands of the taxi industry.

On the 4th February 2005, Buffalo City Municipality took over the ranks by putting traffic officials to monitor the taxi ranks. Botanic street where BATA was operating was closed off and not allowing any minibus taxis to operate. BATA officials approached the traffic and police officials about the closure of the street and forcefully occupied Botanic street and blocked the whole street with their minibus taxis.

Twenty-eight minibus taxis from BATA were impounded by the traffic officials for contravention of the Road Traffic Act 93 of 1996. In the meantime, traffic officers in conjunction with police officials are manning road - blocks around King William's town to check on fire - arms, un-roadworthy taxis and operating permits. The intensified law enforcement managed to reduce the shooting incidents and fatalities but BATA is still operating outside the demarcated taxi ranks.

3.13 Validity and Reliability

Researchers need to be rigorous and methodical whilst doing research in order to produce results that are reliable and valid. According to Chenitz and Swanson (1986), validity and reliability are critical issues in evaluating research findings. Qualitative research addresses validity and reliability differently to quantitative research. Some qualitative researchers even refer to these issues of reliability and validity as establishing adequacy of evidence and credibility (Chenitz & Swanson, 1986). The issues of reliability is generally regarded in the main that the results obtained in one research project should be repeated in another such research project. This view is held by Bowen and Bowen (1999:57) who argued that the researcher is trying to get the same results on repeated tests, either by himself or if another person is trying to replicate his research. Using triangulation adds to the reliability of research results as well, since it improves the accuracy of data (Begley,1996). Data triangulation allows for considerable extension and depth of description.

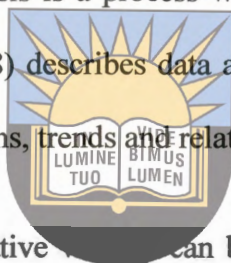


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3.14 Data analysis

All research requires logical reasoning. Qualitative researchers make considerable use of inductive reasoning. They make specific observations and then draw up inferences about larger and more general phenomena.

In contrast, quantitative researchers tend to rely more heavily on deductive reasoning. They begin with certain premises (e.g. hypotheses or theories) and then drawing logical conclusions from them. Data analysis is a process which includes coding, presentation and analysis of data. Mouton (2001:108) describes data analysis as involving “breaking up the data into manageable themes, patterns, trends and relationships.”



Trochim (2002), states that qualitative research can be judged on the criteria of credibility, transferability, dependability and conformability. The University of Fort Hare Statisticians services was used for questionnaires. Themes and graphical representation will be presented. Transferability or the degree of generalization was upheld by ensuring that the researcher declared and clearly described the research context and makes all assumptions overt. Additional relevant documents were sourced and analysed as patterns and central themes. The data was analysed in a descriptive manner in an attempt to provide a comprehensive report of the findings from the interview schedules, questionnaires, observations and documentary materials.

3.15 Summary

Methodology is the way in which a research study is to be conducted. The use of interview schedules and questionnaires was selected as primary methods for the purpose of the study. The documentary analysis was selected as a supplementary source of information to the study. However, this does not minimize its significance as a method that can provide answers to questions that a study seeks to address or prevent it from achieving its objectives. The next chapter therefore, focuses on the presentation, analysis and discussion of the data collected from the interviews conducted, questionnaires, observations and documentary materials.



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CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION

4.1 Introduction

The preceding third chapter sought to explain the methods that were used in this study. The methods employed were determined by the selected research approach and strategy. The procedures followed were focused on providing data that would address the research questions that the study seeks to answer.

4.2 Research Findings

This chapter is focusing on presenting and discussing the findings of this study. The findings are discussed with emphasis being on each of the three research questions of the study:

- 
- What are the challenges faced by the Eastern Cape Department of Transport in the implementation of intervention mechanism in curbing taxi violence?
 - What measures has the Eastern Cape Department of Transport implemented to address challenges in the Taxi Industry?
 - To what extent have the interventions been successful in curbing taxi violence?

4.3 From your experience, what are the challenges facing the Department of Transport in managing the Taxi Industry.

4.3.1 Inadequate human resource capacity

One respondent stated “ The main challenge facing the department is staff shortage to manage and police the taxi industry.”

Another respondent stated “There is a lot of vacant funded traffic officials posts and vacant funded critical management posts that are not yet filled.”

Another respondent stated, “ There is few traffic officials patrolling the affected taxi routes in and around King William’s Town.”

This suggests that the provincial and local government does not have enough manpower in terms of adequate numbers to monitor and patrol all taxi routes in and around King William's Town.

4.3.2 No registered pound.

Eighty percent of the respondent stated " There is no registered pound to store all impounded taxis that are contravening the National Land Transport Transition Act."

Another respondent stated " We do not have a single pound through out the province".

4.3.3 Implementation of National Land Transport Transition Act

Seventy percent of the respondents stated "the government is failing to implement the legislation through out the Eastern Cape Province as to assist in curbing taxi violence."



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4.3.4 Establishment of Transport Forums

One respondent stated " there are no taxi management structures in other local municipalities except in Buffalo City Municipality."

Another respondent stated "Government is leaving taxi ranks in the hands of the taxi operators, making life difficult for operators coming from other local authorities to utilize taxi facilities."

Another respondent stated " All local authorities should establish transport forums so that mutual agreements in relation to taxi operations between towns be agreed upon."

This suggests that the government has to establish transport forums within the Amathole District so that the public transport stakeholders can have a platform where they can discuss and share their public transport problems.

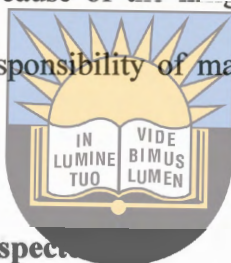
4.3.5 Rank ownership

One respondent stated “ I am confused, who supposed to be owning ranks? Is it the government or the taxi industry?”

Another respondent stated “ taxi people are owning the taxi ranks.”

Another respondent stated “the government should take over ownership from the taxi industry if they want to resolve taxi conflicts.”

This is an indication that the government has to speedily take over ownership of the ranks from the taxi industry as it is the cause of the infighting by the taxi operators. The local government is charged with the responsibility of managing and maintaining the municipal demarcated taxi ranks.



4.3.6 Appointment of transport inspectors

One respondent stated “The provincial government has employed about twenty one transport inspectors that have been deployed through the province to assist the local authorities in enforcing the National Land Transport Transition Legislation”.

Another respondent stated “ We don’t get assistance from transport inspectors when we need them.”

This suggests that the policing and enforcing of the transport legislation in terms of numbers of transport inspectors is inadequate to monitor the whole eastern cape province.

4.3.7 Taxi Recapitalisation Process

Eighty percent of the respondents stated “ Taxi Recapitalisation will play a big role in curbing the taxi violence.”

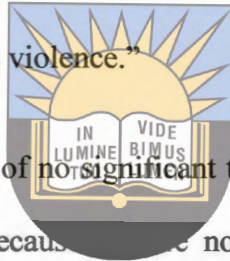
Another respondent stated “ Taxi Recapitalisation is not assisting the taxi industry as the taxi operators would not afford to pay high instalments for the new vehicles.”

Another respondent stated “ Fifty thousand rands scrapping allowance from the government is not enough to buy a new vehicle.”

This suggests that the government has a big challenge ahead to implement the TRP and have a buy in from the taxi industry. Speeding up the process of scrapping the old taxis in terms of the taxi recapitalization process.

4.3.8 Formalisation of the taxi industry

One respondent stated “ The government is not interested on the taxi industry as it is always playing a reactive role when there is violence.”



Another respondent stated “ It is of no significant to the government to recognize how the taxi industry emerge and grew, because we are not getting subsidy like other modes of transport whereas we are transporting 65 % of the population.”

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Another respondent stated “ There is no proper guidelines from the government of how the taxi industry should operate, the taxi people are in control of their business.”

This suggests that the government has to invest in the taxi industry and try to formalize the industry before it becomes late to do so.

4.3.9 Route Permits

Eighty percent of the respondents stated “ The allocation of permission by the Operating License Board (OLB) for routes which are already over saturated is a cause for concern.”

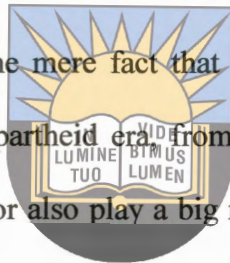
Another respondent stated “ OLB has to stop issuing permits to taxi operators who are applying to have permits for the routes that they were not operating before.”

This suggests that the government has to do a route review before approving and allocate permits to new operators.

4.4 From your experience, what do you think is the cause of the on-going taxi violence in King Williams Town?

One respondent stated “Dispute over routes. Certain organization claims ownership of certain route and not allowing other organization on those routes irrespective whether they hold permits for those routes. Non compliance with National Land Transportation Transition Act and municipal by – laws.”

Another respondent stated “The mere fact that King William’s Town was part of the Republic of South Africa in the apartheid era from the taxi people point of view it is an island. The homeland (Ciskei) factor also play a big role in the taxi disputes over routes and ranks.”



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Another respondent stated “The taxi operators are claiming ownership of routes and ranks. The supply of taxis has exceeded the demand.”

Another respondent stated “Demarcation of Municipal Boundaries is a contributing factor to the taxi violence, because in the olden days of apartheid we were put in the then so called homelands, far away from town. King William’s Town was like an island to all taxi operators because they have to apply for a permit to ferry passengers to get into town.”

This suggests that the main cause of the taxi violence is over saturated taxi routes and the taxi operators do not want to share ranks with other operators.

Taxi Associations are increasing membership daily with the focus of only membership fees without taking into consideration that the piece of cake they are sharing amongst the operators is getting smaller and smaller.

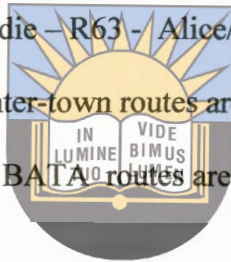
Demarcation of municipal boundaries also play a big role in separating taxi people who have been operating in King William's Town for a period of over twenty years without any problems until such time the Municipal Demarcation Act of 1998 was implemented. The Act made provisions for the re-demarcation of municipal boundaries and established a Municipal Demarcation Board tasked with demarcating municipal boundaries in accordance with a set of factors listed in the Act.

4.5 How many routes are affected by this taxi violence.

One respondent stated “ N2 / Peddie – R63 - Alice/Stutterheim as well as long distances.”

Another respondent stated “ Five inter-town routes are affected.”

Another respondent stated “ Five BATA routes are affected, i.e Alice, Peddie, Stutterheim, Keiskamahoeck and Middledrift.”



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4.6 What alternative transport did the organization provide for the community since there are no taxis operating on those affected routes?

One respondent stated “The department of transport provided two buses, one on the Peddie route and one on the Alice route.

Another respondent stated “ The government did not provide alternative transport for the communities.”

Another respondent stated “ Two busses were provided for a short period of time and after that everything fell flat.”

Another respondent stated “ As government, we provided two Mayibuye busses for a period of two months and we realized that people were not utilizing the alternative transport as the busses were returning empty from their destinations.”

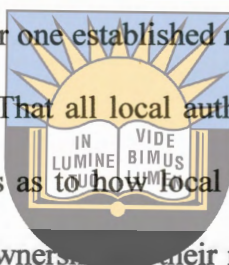
This was an indication that the commuters were not using the busses no matter they did not have alternative transport, either they were intimidated by the taxi operators or were fearing for their lives.

4.7 Do you think every taxi operator in King Williams has to use municipal demarcated taxi ranks irrespective of Association?

YES
NO

4.7.1 Give Reasons for your answer?

One respondent stated “Yes, under one established management structure it would be easier to monitor and manage the rank. That all local authorities establish local transport forums who in turn will formulate policies as to how local forums operate at each local authority. The local authorities should take ownership of their respective ranks and assist their forums in speaking to one another.”



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Another respondent stated “ No, our vehicles have been damaged by our rival groups for a number of occasions and also our members have been assaulted and killed in front of the police and traffic officials.”

Another respondent stated “ Yes, by bringing all taxi operators under one roof, you are creating a fair environment of equal share of the market to every taxi operator. Use of taxi ranks not to be restricted only to local operators, but to other regions as well.”

4.8 What interventions strategies did the department put in place to curb taxi violence?

One respondent stated “Meetings were held at the Premiers level to curb the violence. Interim Management structure was established.

Law Enforcement was done where illegal ranking took place. Vehicles were impounded which were not in possessions of the necessary permits. The taxi hot spots and routes were patrolled by SAPS and traffic.”

Another respondent stated “ A lot of interventions, calling both rival taxi associations to meetings and trying to resolve our problems but to no avail, because BATA is still operating outside the demarcated taxi ranks.”

Another respondent stated “ Visibility of police and traffic officials in all affected routes. Extensive law enforcement was applied in and around King William’s Town. Court orders were applied for taxi operators operating at the garages and at places not demarcated as taxi ranks.”



Another respondent stated “ Sometimes the government temporary closed ranks so that the taxi operators can come to senses and also put moratoriums on their operating licenses.”

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4.9 To what extent are these interventions successful to curb the on-going taxi violence?

One respondent stated “ These interventions were successful in that for the last two years, we did not have taxi violence although BATA is still not operating from the demarcated taxi ranks.”

Another respondent stated “ Taxi facilities are over utilized by the taxi operators and that brings the tendency to move out of the demarcated taxi ranks and occupy illegal ranks.”

Another respondent stated “The interventions have not reach the ultimate success.”

Another respondent stated “ Only for a short term but managed to reduce the violence to a certain extent.”

This suggest that the interventions did not have a big impact in curbing the taxi violence as there is still tension between the two rival taxi associations and BATA is still operating outside the municipal demarcated taxi ranks.

4.10 Which associations are operating outside the municipal demarcated taxi ranks in King Williams Town and Why?

One respondent stated “Bata and Uncedo – They do not want the other registered taxi associations to operate on their routes as claimed hence the reason for not going to the demarcated taxi ranks.”



Another respondent stated “All affiliates of BATA, because BATA does not want to share ranks with other taxi operators.”

Another respondent stated “We want our own piece of land to operate and don’t want to be divided into groups.”

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This suggests that the government has to take decisive action to resolve the taxi violence by implementing one rank management system.

4.11 Why there are no lasting solutions to curb this taxi violence in King Williams Town?

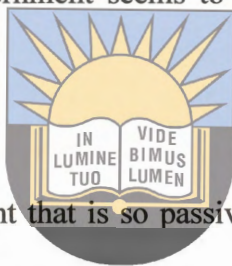
One respondent stated “As long as BATA prevent other taxi associations to operate freely in terms of his or her transportation permits there will be conflict. It is therefore the government’s responsibility to ensure that transport forums in all local authorities be established together with a management structure that will be inclusive of officials and taxi operators to ensure that each forum work closely with other forums to ensure smooth operations.”

Another respondent stated “ Failure of government to amalgamate all the taxi associations and form one body and put strict restrictions on splinter groups.”

Another respondent stated “ Government does not take decisive action when dealing with the taxi industry. There is also no intergrated approach by the local authorities in dealing with the taxi challenges.”

Another respondent stated “ Rival taxi associations want to operate on lucrative routes that does not belong to them.”

Another respondent stated “ *Government seems to favour a certain group when trying to resolve taxi issues.*”



This is an indication to government that is so passive. Government is allocating routes and providing ranks to the taxi industry but is not taking the responsibility of overseeing the industry.

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4.12 Do you think the government is doing enough to resolve the taxi problem in King Williams Town?

One respondent stated “ No. Despite numerous meetings held with Buffalo City Municipality, the Premiers Office and the department of transport, nothing happened in sustaining the smooth running of the taxi operations in King Williams Town. Numerous attempts to get Councillors from the affected local authorities to meet with BCM failed. Meetings were also held with Amathole District Municipality but nothing came from those meeting. If the Provincial Government can get all affected local authorities at an indaba where clear resolutions can be taken, the problem could be solved.”

Another respondent stated “ No. Government has failed to implement relevant legislations as the problem still exists in King William’s Town.”

Another respondent stated “ We are not working, our families are hungry but our taxis are being impounded daily by traffic officials as we are not operating from the demarcated taxi ranks.”

4.13 Do you think the government will ever succeed to resolve the taxi problem in King Williams Town?

YES
NO

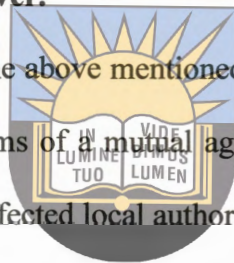
4.13.1 Give reasons for your answer.

One respondent stated “Yes, If the above mentioned interventions can be accomplished and cleared by the taxi industry in terms of a mutual agreement in respect of operations on the respective taxi facilities with the affected local authorities.”

Another respondent stated “No, because the present government is failing the taxi industry because politics is playing a big role in resolving the issue of taxi violence, for instance if there is an election that will take place closer to that time, the issue of resolving taxi violence is being put aside, and it only then after elections the taxi violence becomes the priority.”

Another respondent stated “Yes. If the government can allocate BATA one of the municipal demarcated taxi ranks to operate, there will be no fighting over ranks.”

Another respondent stated “Yes. Taxi Recapitalisation will assist the government in resolving taxi problems and also introducing the route based permits instead of radius based permits.”



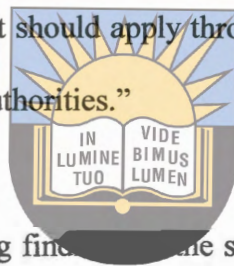
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4.14 What can be done by the government to resolve this long standing taxi conflict in King Williams Town?

One respondent stated” Bring back commuter trains and public buses to operate within affected areas.”

Another respondent stated “ Construction of proper taxi facilities. Introduce public transport as an alternative. Available legislation on public transport must be implemented. Route based permits has to be introduced as a matter of urgency.”

Another respondent stated “Government has to control, formalise and regulate the taxi industry. Uniform law enforcement should apply through out the province. Transport forums should be established in all local authorities.”



4.15 Summary

Chapter four focused on presenting findings of the study from information gathered through the interviews, questionnaires and documentary analysis. Data analysis was focused on analysing the content of the data to address the three research questions of the study. Results showed that:

- The instruments used to collect the data indicated that the Department of Transport has been facing serious challenges in curbing the taxi violence.
- Interventions that have been developed and implemented in an attempt to curb taxi violence in King William’s Town have failed as the tension between the taxi rivals is still mounting without solutions.
- The impact of the intervention strategies in curbing the taxi violence is minimal as the last incidence of taxi violence within the Amathole District was registered in October 2006 and the situation after that seems to be calm.

The next chapter of this study focused on the conclusion, recommendations and limitations. Suggestions for further research are also presented.

CHAPTER FIVE: CONCLUSION, RECOMMENDATIONS, LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

5.1 Introduction

The hypothesis that ‘BATA and KWTTMF are fighting over lucrative routes and ranks’ can be supported by the test results of the study. The focus of this study was to identify and explore the challenges faced the department of transport in managing the minibus taxi industry. This intervention is of importance to the government to assist the community and provide alternative transport whilst taxis are not operating in the affected routes. The department of transport has instituted interventions to curb taxi violence but there is no lasting solutions to the problem.



5.2 CHALLENGES

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Government is committed to strengthening public transport infrastructure and the Moving South Africa Vision 1998 dealt with the need to move “from commuter-based modal transport to customer [user]-based public transport”. This is premised on integrated mass Rapid Transport Networks for which modal upgrading is a necessary pre-requisite.

The **Modal Upgrading** entails stabilising the operating environment through short-term interventions such as:

- Implementing Taxi Recapitalisation - including improved regulation and law enforcement;
- Transforming and optimising current subsidised bus services;
- Consolidating the passenger rail sector; and
- Rolling out the National Passenger Rail Plan.

Fleet renewal and the licensing of operators within a context of integrated transport plans are key aspects of this initiative. A law enforcement strategy and implementation plan is required to ensure that the old, unsafe and un-roadworthy vehicles are removed from our roads and that properly licensed operators utilizing safe and roadworthy vehicles render an efficient service to the public.

5.2.1 Law enforcement Structure

The RTMC Act defines a “road traffic law enforcement officer” as an authorised officer appointed in terms of section 3A of the National Road Traffic Act, 1996 (Act No. 93 of 1996), who meets the standards set in the national road traffic law enforcement code referred to in section 32(1) of this Act, and includes a member of a municipal police service which may be established in terms of section 1 of the South African Police Service Act, 1995 (Act No. 68 of 1995).



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The NLTTA defines an “authorised officer” as:

- (a) an inspector contemplated in section 123;
- (b) a member of the South African Police Service, including a member of a municipal police service as defined in section 1 of the South African Police Service Act, 1995 (Act No. 68 of 1995);
- (c) a person in the service of a provincial department or municipality whose duty is to inspect motor vehicles or licenses for motor vehicles or to control traffic;
- (d) a road transport inspector contemplated in section 39 of the Cross-Border Road Transport Act 1998 (Act No. 4 of 1998).

Section 12 (1) (a) provides that “The MEC may designate employees in the provincial department, or of transport authorities, who are fit and proper persons, as inspectors for the purposes of matters which, in terms of this Act, fall under the jurisdiction of the province or the transport authority, as the case may be”. The NLTTA also defines an MEC as being the Member of the Executive Council ‘responsible for public transport in the province in question’, and a ‘provincial department’ as that which is ‘charged with public transport matters within the province’. **These provisions clearly denote that it is envisaged that transport inspectors should function within the jurisdiction of provinces or transport authorities.** The only functional transport authorities to date are in Ethekewini Municipality and the City of Cape Town. However the NLTTA encourages co-operation among law enforcement authorities (provinces, transport authorities and municipalities) in terms of service level agreements between those entities.



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A distinction exists between traffic officers, public transport officers and inspectors, and as stated above, these personnel often function in different departments of provincial government. Further complicating the situation are the inspectors appointed under the South African Tourism Act and the Cross-Border Road Transport Agency Act. Traffic officers fall under the broad jurisdiction of the RTMC whereas transport inspectors fall under provincial departments. **It is recommended that inspectors envisaged under the NLTTA be brought under the umbrella of a single department under, preferably, one MEC.** It would be advantageous to have road traffic enforcement officers under one umbrella. Members of the PTEU should wear the same uniforms as traffic officers but with distinguishing epaulettes or badges identifying the PTEU.

In one province, the Registrar has convened a Provincial Public Transport Law Enforcement forum comprising the OLB, South African Police Services, National Intelligence Agency as well as transport officials. The intention is to decentralise this forum to each of the regions in the province. Several other provinces are moving towards such a decentralised approach and these initiatives should be encouraged.

Figure 8: The current composition of PTEU's and the suggested required level of staffing

PROVINCE	CURRENT COMPOSITION	REQUIRED STAFF COMPLEMENT
Mpumalanga	There are 57 posts in the establishment for Transport Inspectors of which 37 are vacant.	Another 100 posts are required
Free State	There are 34 Transport Inspectors	Another 100 posts
KwaZulu-Natal	Currently 95 Inspectors	An additional 200 to be phased in
Northern Cape	There are 110 traffic officers of which 30 are still in training	Require 50 Transport Inspectors (12 per region)
Limpopo	There are 60 Inspectors	Need an additional 150 to provide a total of 33 in each of 5 Districts
Gauteng	There are 141 Inspectors in 3 regions	An additional 150 Inspectors to staff a total of 5 regions
North West	none	Need a complement of 100 PT Inspectors
Eastern Cape	There are 24 PTEU Inspectors	Need an additional 200 Inspectors to staff the 6 Districts
Western Cape	none	Need a complement of 150 PT Inspectors
TOTAL		1200

Provinces also utilize both centralized and decentralized structures for law enforcement. In the Free State for example a regional approach is in place whereby regional heads are Control Inspectors who report to Deputy Directors at Head Office. Where a centralised model is in place one needs to be aware of the budgetary implications as officers deployed from the National Department of Transport to outlying regions will need to be provided with subsistence and travel (S&T) allowances. This is an additional motivating factor in favour of decentralised operational units. The associated additional mileage and maintenance costs for vehicles also need to be accounted for.

5.3 Conclusion

The findings in this study indicate the following

- The taxi operators are fighting over lucrative routes and do not want to work together and share the municipal demarcated taxi ranks.
- The absence of monitoring systems regarding the routes on which BATA and KWTTMF are operating within the Amathole District Municipality, which absence led to people taking the law into their own hands and developed the concept of “hit squads” whose intention is to ensure that every taxi operator stuck to their routes, but is later transformed as people employed to acquire as much work as possible by ways of, if necessary engaging in violent activities.
- The absence of regulatory mechanism in relation to the general running and acquisition of municipal demarcated taxi ranks resulting in the greedy and violent seeking to monopolise the use thereof.
- Allocation of new permits by operating license board to the taxi operators is a cause for concern to the already over saturated routes.



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- The government does not have enough personnel to monitor the routes and ranks at all times.
- The government does not take decisive actions when dealing with the taxi operators. Relevant pieces of legislation are not being used to curb the taxi violence.
- Numerous interventions have been developed and implemented but there are no lasting solutions because BATA is still operating outside the municipal demarcated taxi ranks.
- The new municipal demarcation boundaries are another contributing factor to the taxi industry as BATA does not fall under Buffalo City Municipality like KWTTMF. This is causing KWTTMF to have an advantage over BATA to monopolise the taxi operations at the King William's Town taxi ranks.



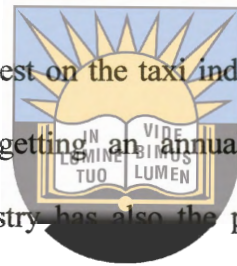
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5.4 Recommendations

Having considered the data that is collected, presented the findings, it is suggested to put forward the following:

- There is a need of a special monitoring task team set up by the Eastern Cape Department of Transport to monitor the operations conducted on the affected routes in the Amathole District Municipality on an ongoing basis, with a view to ensure that all the operators are operating within their registered and allocated routes.
- It is recommended further that this measure be implemented in consultation with the Office of the Registrar, in the event that the operator being found not operating on his or her allocated route, such operator should be dealt with in accordance with the law.

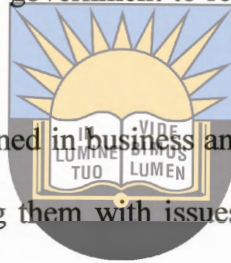
- All local authorities within the Amathole District Municipality to establish transport forums inclusive of the taxi operators. These forums will assist the local authorities to talk to each other on issues pertaining to transport and by doing so will resolve taxi conflicts and curb the taxi violence.
- All local authorities should take over the responsibility of managing the ranks from the taxi industry. This would assist the operators to have equal share of the market and not having a certain group of operators subjected to ill treatment by other taxi operators.
- The government has to invest on the taxi industry in a form of subsidy like bus and rail companies that are getting an annual subsidy of R2,1 and R2.4 billion respectively, the taxi industry has also the potential to stimulate further economic activity in the transport sector. Failure to invest in this critical is a short - term financial strategy that could cost the government dearly in a long run.
- All taxi ranks should be declared gun free zones, meaning that no firearms or any other dangerous weapons will be permitted in or on the taxi ranks. Regular law enforcement actions to be conducted to ensure compliance with gun free zones.
- The conversion of radius-based permits to operating licenses must be completed as soon as possible in terms of the Provisions of the NLTTA and the time limits set by the National Minister of Transport Jeff Radebe.
- Operating License Boards (OLB) should keep proper records of a number of operators who operate on a specific route to avoid the over saturation of routes. By doing that, the supply of taxi vehicles will not exceed the demand.
- Uniform law enforcement by traffic and police officials to be applied throughout the Eastern Cape Province.



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This will assist in curbing the taxi violence throughout the Province, not like a case in point is that only Buffalo City Municipality traffic officials seems to be prosecuting taxi operators in terms of the NLTTA.

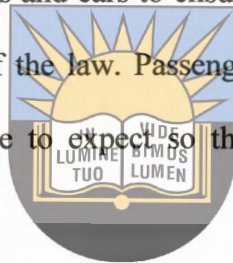
- Decisive actions should be taken when people are breaking the laws of the country. This will assist the government in curbing the taxi violence when the perpetrators of violence are being put behind bars for longer terms.
- The taxi operators should be encouraged to participate fully in the taxi recapitalisation process. This will assist the government to remove all the old and unroadworthy taxi vehicles on the roads.
- All taxi operators to be trained in business and management skills. Most of the times the government is engaging them with issues that will assist and grow the industry economically, there is a tendency of resistance and often their reasoning aspect turn to be very poor.
- All provinces should have a dedicated public transport enforcement unit and it is further proposed that the PTEU should be located within the same Departments as the offices of the Registrar and the Operating Licensing Boards at the provincial level. The latter arrangements will assist with co-ordination between the regulatory bodies (the OLB and the Office of the Registrar) and law enforcement agencies.



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Whilst this study has focused exclusively on the minibus taxi sector, it must be stressed that similar strategies for the bus sector, metered taxis, learner transport and tour operators need to be developed and implemented in order to ensure that all commuters and passengers are protected and that a law-abiding culture is engendered in the public transport domain.

- It is strongly recommended that a comprehensive communication plan via the media with the twin messages of firstly warning taxi operators of the zero tolerance approach to un-roadworthy vehicles, and secondly advising them that the scrapping process has begun. A subset of the latter message will be the fact that compliant vehicles approved by the SABS are now available on the market.
- It is further suggested that a passenger charter for the minibus taxi industry (and other public transport sectors) be developed and promoted. This will aid in getting passengers to act as the eyes and ears to ensure that public transport vehicles comply with the letter and spirit of the law. Passengers must be empowered to know what levels of safety and service to expect so that they can insist that these levels be attained.
- Execute the formalization of the taxi industry in accordance with national and provincial policy directions, which includes legalization, permit conversion and economic empowerment as a matter of urgency.
- Establish public transport facilities that support the services that will allow commuters to access and interchange with public transport services in a comfortable, safe and convenient manner.



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5.4 Limitations of the study

Similar to other research projects, resources like time and relevant literature pertaining to the topic limited the scope of the study. There was a likelihood that some taxi commuters and operators were reluctant to participate in the study because of the sensitivity of the issue.

5.5 Suggestions for future research

It is apparent that limited research has been done on the challenges faced by the government in managing the minibus taxi industry and researchers are therefore encouraged to consider doing research of this nature. As the research of this study pertained to a specific case of King William's Town, it is suggested that more studies of a similar nature are undertaken in different areas where taxi violence is rife.



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ANNEXURE-A

INTERVIEW SCHEDULE

The purpose of this questionnaire is to look at the challenges faced the Eastern Cape Department of Transport in managing the taxi industry: A case study of Amathole District Municipality, particularly King William’s Town. This research is in partial fulfillment for the requirements of the Master of Public Administration (MPA) through the university of Fort Hare. All information will be treated as strictly confidential. The information collected is strictly for educational purposes. The information will not be associated with your name.

Interviewee :.....

Organisation:.....

Position:.....

Date:.....



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1. In your opinion, what are the challenges facing the Department in managing the Taxi Industry? *Together in Excellence*
2. What do you think is the cause of the on-going taxi violence in King Williams Town?
3. How many routes are affected by this taxi violence?
4. What alternative transport did the organization provide for the community since there are no taxis operating on those affected routes?
5. Do you think every taxi operator in King Williams Town has to use municipal demarcated taxi ranks irrespective of Association?

YES	
-----	--

NO	
----	--

5.1. Give reasons for your answer

.....

.....

.....

6. What interventions strategies did the department put in place to curb taxi violence?

7. To what extent are these interventions successful to curb the on-going taxi violence?



8. Which associations are operating outside the municipal demarcated taxi ranks in King William's Town, and Why?

9. Why there are no lasting solutions to curb this taxi violence in King Williams Town?

10. Do you think the government is doing enough to resolve the taxi problem in King Williams Town?



11. Do you think the government will ever succeed to resolve the taxi problem in King Williams Town?

YES	
NO	

11.1 Give reasons for your answer

.....

.....

.....

12. What can be done by the government to resolve this long standing taxi conflict in King Williams Town?

Thank you very much for your time and co-operation.

ANNEXURE- B
QUESTIONNAIRE

Complete questionnaire by:

- i. Marking with a cross in the space provided,
- ii. Filling in the required information in the space provided

Objective: To get a general background of the community.

1. What is your gender?

Male

Female

2. What is your home language?

Afrikaans

English

Xhosa

Other

3. Age

18 – 21

22 –35

36 – 50

51 – 75

4. Educational qualifications

No formal education

Below Matric

Matric

Diploma / Degree



Post Graduate Diploma / Degree

Others

5. What mode of transport do you prefer to use?

BUS	<input type="checkbox"/>
TRAIN	<input type="checkbox"/>
TAXI	<input type="checkbox"/>
PRIVATE	<input type="checkbox"/>

6. Have you ever been exposed to violence before?

YES

NO



6.1 What type of violence? Choose one

FAMILY VIOLENCE	<input type="checkbox"/>
TRAIN VIOLENCE	<input type="checkbox"/>
TAXI VIOLENCE	<input type="checkbox"/>
BUS VIOLENCE	<input type="checkbox"/>

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7. What do you think is the cause of the taxi violence in King Williams Town?

ROUTES	<input type="checkbox"/>
RANKS	<input type="checkbox"/>
BOTH (ROUTES / RANKS)	<input type="checkbox"/>

8. Do you think every taxi operator in King Williams Town has to use municipal demarcated taxi ranks irrespective of Association?

YES

NO

8.1 If not, give reasons for your answer

9. Do you think the government is involving the taxi operators on decision making that will affect the taxi industry?

YES	<input type="checkbox"/>
-----	--------------------------

NO	<input type="checkbox"/>
----	--------------------------



9.1 If not, give reasons for your answer?

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10. Do you feel safe when commuting by taxis to and from King Williams Town?

YES	<input type="checkbox"/>
-----	--------------------------

NO	<input type="checkbox"/>
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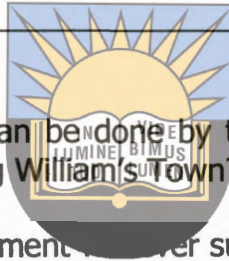
10.1 If not, give reasons for your answer?

11. Do you think the interventions by the government to curb taxi violence are working?

YES	<input type="checkbox"/>
-----	--------------------------

NO	<input type="checkbox"/>
----	--------------------------

11.1 If not, give reasons for your answer?



12. In your opinion, what can be done by the government to resolve this long standing taxi violence in King Williams Town?

13. Do you think the government will ever succeed to resolve the taxi problem in King Williams?

YES	<input type="checkbox"/>
-----	--------------------------

NO	<input type="checkbox"/>
----	--------------------------

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13.1 If not, give reasons for your answer?

Thank you very much for your time and co-operation.

ANNEXURE C
TAXI VIOLENCE INCIDENTS
FROM JANUARY 2001 TO OCTOBER 2006

JANUARY

2001-01-26 AT 20:20: An unknown person attacked a taxi which was transporting 15 passengers. The attack took place between Stutterheim and Cathcart. One passenger sustained gunshot wounds to her lower leg and to her upper leg. Two bullet holes were counted in the bodywork of the vehicle. One projectile was found behind the driver's seat. The vehicle belongs to Bikita. A case of Attempted Murder was opened at Cathcart Police Station.



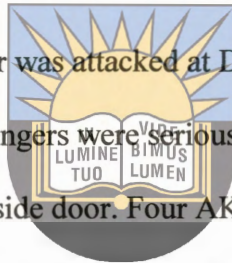
2001-01-28 AT 15:45: An attack on a minibus taxi took place outside Stutterheim close to the Kubusie Location turn-off on the road between Toyota Conquest and a white Mercedes Benz with seven armed men attacked two taxis. Damage to taxi's approximately R10 000. One passenger sustained gunshot wounds to her right upper arm. 9 x 19 mm spent cartridges were found on the scene of the attack. Two cases of Attempted Murder were opened at Stutterheim. Vehicle is affiliated to King William's Town Taxi Management Forum.

FEBRUARY

2001-02-14 AT 22:00: A shooting incident took place at the turn-off to Dimbaza. The taxi driver died as a result of sustaining several gunshot wounds. 15 x spent R4/R5 rifle cartridges were found on the scene. Twenty six bullet holes in the bodywork of the vehicle. A case of Murder was opened. The vehicle is affiliated to Bata.

2001-02-20 AT 21:50: A shooting incident took place at Phakamisa near King William's Town. The driver of the vehicle died as a result of several gunshot wounds. The deceased had two bullet wounds to the right side of his chest and one bullet wound to the right arm. Ten R4/R5 empty cartridges were found on the scene. Six bullet holes were counted in the bodywork of the vehicle. A case of Murder was opened. Vehicle is affiliated to Uncedo Port Elizabeth.

2001-02-21 AT 19:30: A taxi driver was attacked at Dimbaza main road by unknown persons. The driver and three passengers were seriously injured in the attack. Six bullet holes were counted in the driver's side door. Four AK 47 cartridges were found on the scene. Attempted Murder case opened at Dimbaza. Vehicle affiliated to BATA



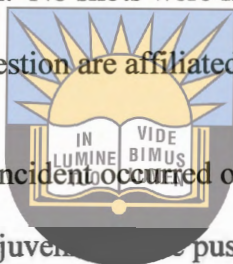
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2001-02-24 AT 21:30: A shooting incident occurred on the Peddie road. No injuries were sustained during the attack. Several projectiles punctured the bodywork of the vehicle. Three R4/R5 spent cartridges were found on the scene. Vehicle affiliated to BATA. A case of Attempted Murder was opened.

2001-02-25 AT 21:00: Three taxi drivers were attacked on the Golden Highway Mdantsane. The attackers fled in a Toyota Corolla with no registration number. Four People were injured in the attack. Twenty bullet holes were counted in the bodywork of the vehicle. One R4/R5 cartridge was found on the scene. Vehicle affiliated to BATA. Cases of Attempted Murder were opened.

MARCH

2001-03-01 AT 06:45: A report was made that a Toyota Corolla was used in the two incidents. It is believed that a passenger of the vehicle opened the boot and produced a R4 rifle, which he pointed in the direction of a driver of a taxi vehicle, who escaped by driving from the road surface. The said Toyota then turned around and drove in the direction of the taxi rank at the entrance of Nonkcampa Admin Area, where the passenger again opened the boot and produced a R4 rifle. The taxi drivers present at the rank then scattered, seeking cover and the Toyota then drove off. No shots were fired and a case of pointing a firearm was opened. The taxi rankers in question are affiliated to KWTTMF.



2001-03-06 AT 22:15: A shooting incident occurred on the Dimbaza road. The driver of the taxi was shot at while he and three juveniles were pushing his vehicle due to a breakdown. The attackers were driving a white Mazda sedan and they fired several shots at the taxi driver, who sustained gunshot wounds to his hip and died on the scene. The juveniles escaped unharmed and summoned the police. It is unknown how many shots were fired. A case of Murder was opened. The driver was affiliated to KWTTMF.

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2001-03-14 AT 19:00: A shooting incident occurred at Tyutyu Location near King William's Town. The driver of the vehicle sustained gunshot wounds to his chest and neck and died as a result of his injuries. A passenger in the vehicle was wounded in the head and shoulder and taken to hospital in a serious condition. Six spent cartridges were found on the scene. A case of Murder and Attempted Murder was opened. Driver affiliated to KWTTMF.

2001-03-15 AT 20:15:A shooting incident occurred at Mamata Admin Area, Dimbaza. One person was wounded on the premises of his home. During the attack he sustained gunshot wounds to his leg and arm. Five spent R4 cartridges were found on the scene. A case of Attempted Murder was opened. Injured person affiliated to BATA.

2001-03-17 AT 19:50:A shooting incident took place at Mayipase Admin Area. A taxi was busy offloading passengers when shots were fired by unknown gunmen. The driver sustained gunshot wounds to his stomach, a passenger sustained gunshot wounds to her neck and right cheek. No cartridges were found on the scene. Unknown what type of firearms were used. A case of Attempted Murder was opened. Driver affiliated to KWTTMF.



2001-03-17 AT 19:45:A taxi driver parked his taxi next to the Dimbaza Clinic when a white car stopped next to him and started shooting at him. The taxi driver was wounded and taken to hospital. Seven bullet holes were counted in the bodywork of the vehicle. 2 x spent R5 cartridges were found on the scene. A case of Attempted Murder was opened. Driver is affiliated to KWTTMF.

2001-03-23 AT 19:15: Two shooting incidents occurred at Godidi Administration Area. In the first incident the driver of the vehicle sustained bullet wounds to his right leg. Three spent R4/R5 cartridges were found on the scene. In the second incident the driver sustained bullet wounds to his knee. No cartridges were found on the scene. In both incidents a Toyota Sprinter was used in the attack. Cases of Attempted Murder were opened. Taxi drivers affiliated to BATA.

2001-03-24 AT 19:00: A shooting incident took place on the Ndevana main road. Two taxis were shot at from an unknown vehicle. In the first incident, the driver sustained bullet wounds and died of his injuries and two passengers were injured. In the second incident the driver of the vehicle sustained bullet wounds. Four spent R4/R5 cartridges were found on the scene. A case of Murder and Attempted Murder were opened. Drivers affiliated to KWTTMF.

2001-03-30 AT 18:45: While POPS members were holding a roadblock on the Dimbaza road, shots were heard from the nearby Mamata Location. On investigation they discovered a toyota bakkie of which the rear window and front window of the canopy were broken. No occupants were found on the scene. The complainant was later found at his house and on his return to the scene he pointed out the location of the incident. Six spent R4/R5 cartridges were found on the scene. No case opened. Complainant is a member of BATA.



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APRIL

2001-04-07 AT 16:00: A shooting incident took place in the Mamata area when a Bata vehicle was shot at. Six bullet holes were counted in the bodywork of the vehicle. No one was injured during the incident. No arrest was made. A bag containing one (1) 9mm magazine as well as one (1) R4 magazine with 24 rounds was found in a bag at the place from where the attacker fled. Eleven (11) spent cartridges were found on the scene. A case for Attempted Murder was opened. On 2001-04-08 at 04:00 information was followed up and one suspect was arrested on the mentioned charge. In his possession was found one (1) R4 magazine and 26 rounds. A case of attempted was opened. The driver is affiliated to BATA.

JUNE

2001-06-08 AT **:::** Vehicle belonging to Bikita was damaged when they were passing through Wellington Street, King William's Town. Two taxi drivers reported that their vehicles were stoned at by members of BATA, windows were reported broken. A further report was made by the driver that he was shot at when he drove past the service station in Wellington Street. He reported that he returned fire with his 9mm pistol. No damage or injuries reported. Case of Attempted Murder, Public Violence and Malicious Damage to Property opened.



AUGUST

2001-08-14 AT 18:15: Two shooting incidents took place. The first incident took place at Zone 4 Zwelitsha Taxi Rank where one person died of his injuries as a result of the attack and six others were injured. Twenty three R4/R5 spent cartridges were found on the scene. The second incident (18:45) took place on the Mount Coke Road when the driver of the taxi was shot. He sustained gunshot wounds to the head and the right arm. Eleven bullet holes were counted in the bodywork of the vehicle. No cartridges were found on the scene. Both the vehicles belong to King Taxi Forum. In both instances cases of Murder and Attempted Murder were opened. A white Toyota Sprinter was used in the attack.

2001-08-20 AT 18:50: A shooting incident was reported to have taken place 2 kilometres from Tamara. The driver of the taxi vehicle sustained gunshot wounds to his abdomen and knee. None of the passengers sustained any injuries. Ten shots were fired. The vehicle belongs to Uncedo affiliated to King Taxi Forum. A white Toyota Sprinter was used in the attack. A case of Attempted Murder was opened.

2001-08-20 AT 21:30: A shooting incident took place on the King William's Town / Peddie road near Nonkcampa. It is not known how many shots were fired, but three occupants of the vehicle were seriously wounded. Vehicle belongs to Bikita, also affiliated to KWTTMF. A white Toyota Sprinter was again used in this attack. A case of Attempted Murder was opened.

2001-08-25 AT 19:00: A shooting incident took place on the King William's Town / Dimbaza road. The driver of the vehicle died of his gunshot wounds, as well as a female passenger. Six more passengers sustained injuries as a result of the vehicle rolling after the driver was killed. The vehicle belongs to KWTTMF, also affiliated to King Taxi Forum. A red Jetta was used in the attack. It is believed that a R4/R5 firearm was used in the case. A case of Murder was opened.



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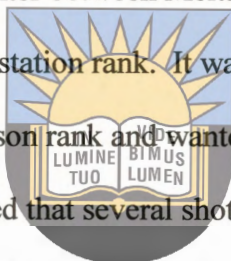
2001-08-27 AT 19:30: A shooting incident took place on the King William's Town / Peddie road close to the Nonkcampa Administrative Area. It is not known how many shots were fired, but the driver of the vehicle was fatally wounded in the process. The six passengers were unharmed. The driver was affiliated to Bata. A blue Toyota was used in the attack and R4/R5 firearms were used in the attack. A case of Murder and six counts of Attempted Murder were opened.

2001-08-29 AT 20:40: A shooting incident took place on the gravel road leading to Izele SAPS station. The driver of the vehicle was wounded in the head, fifteen (15) R4/R5 empty cartridges were found on the scene. The driver is affiliated to King Forum. A white Toyota Corolla was used in the attack. A case of Attempted Murder was opened.

SEPTEMBER

2001-09-15 AT 22:05: A shooting incident took place on the King William's Town / Peddie road near Mbulembu airport. It is unknown how many shots were fired - eight bullet holes in the windscreen and seven holes were counted in the body of the vehicle. The driver was wounded in the hand and a passenger was fatally wounded. The driver is affiliated to King Forum. A white Toyota Conquest was used in the attack. R4/R5 firearm was used in the attack. A case of Murder and Attempted Murder was opened.

2001-09-20 AT 10:40: An encounter between Melta and operators from Berlin Taxi Rank took place at the Fort Jackson train station rank. It was alleged that 10 vehicles of the Berlin Taxi Group arrived at the Fort Jackson rank and wanted to force their will down on the Melta members. Furthermore it was alleged that several shots were fired and the Berlin group retreated in the direction of Berlin. No complainant, cartridges or any evidence of the incident were found.



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OCTOBER

2001-10-18 AT 20:35: An incident took place at Tamara. A white Toyota Sprinter shot at a Toyota Conquest belonging to Bata. Three (3) empty cartridges found on the scene. Front and back windows broken. No injuries. A case of Attempted Murder opened.

2001-10-19 AT 21:00: An incident took place at the Dimbaza Taxi Rank. A red Jetta fired 5 shots at a Toyota Kombi. The driver sustained an injury to his right hand and three bullet holes counted in the vehicle. Five empty cartridges found on the scene. Case of Attempted Murder opened

2001-10-20 AT 19:45: An incident took place on the Ilitha and Ndevana road. A white Honda fired shots at a green Isuzu mini-bus belonging to the Ilitha/Ndevana Taxi Association. The driver, a member of KTF, was killed and one passenger sustained injuries to his arm. Eight bullet holes counted. No cartridges were found on the scene. Case of Murder and Attempted Murder opened.

2001-10-20 AT 20:20: An incident took place on the Ilitha and Ndevana road. A white Honda fired several shots at an E20 Nissan mini-bus, injuring the driver in the back. Affiliated to KTF. Five bullet holes counted in the vehicle, no cartridges found. Case of Attempted Murder opened.



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2001-10-20 AT 21:20: An incident took place on the Ilitha and Ndevana road. A white Honda fired several shots at an E20 Nissan mini-bus. Driver sustained injuries in right hand. Affiliated to KTF. No cartridges found. Case of Attempted Murder opened.

2001-10-20 AT 21:40: An incident took place on the Tamara road. A taxi driver affiliated to KTF was found dead in his vehicle. Several gunshots found on driver's side. No cartridges found. Case of Murder opened.

2001-10-25 AT 22:30: An incident took place at Mlakalaka Location. Three unknown men fired several shots at a Ford Courier LDV. The driver, a policeman, was injured in his arm and stomach. Four R5 cartridges and four 9mm cartridges found on the scene. Case of Attempted Murder.

2001-12-17 AT 06:50: A shooting incident took place at Highway Taxi Rank. A Bata member went on a shooting spree with an R4 rifle. Six parked taxi's were damaged and 7 people injured. Total damage was valued at R100 000,00.



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TAXI VIOLENCE INCIDENTS: 2002

FEBRUARY

2002-02-25 AT 07:30: An incident took place in the Tembisa Township area, where an unknown man threw a petrol bomb through the window of a Mayibuye bus. Damage to the bus was estimated at R7 000,00. The bomb did not explode, but the shattered glass from the window injured 7 women. There were altogether 70 passengers on the bus. A case of Attempted Murder was opened.

APRIL

2002-04-21 AT 23:30: Unknown persons driving a white Toyota Corolla with tinted windows shot at a blue Kombi driven by black male. Driver was shot in the right arm and back whilst a passenger (black female) next to him was shot in the back of the Kombi on its way to Fort Jackson conveying contract workers. Corolla sped off. It is believed that the driver was from Melta. Case was opened.

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2002-04-22 AT 21:45: Taxi related attack at Mdantsane. First incident at NU 7 at 21:45, a blue minibus, two people injured and one black male killed (shot in head), four empty R5/R4 cartridges found on scene. Second incident at NU 12 at 21:49, two attacks, 150 metres apart, Toyota Venture, driver wounded in the head and Toyota Minibus, one black male and one black female shot dead. Ten R5/R4 cartridge found at scene. Vehicle involved in shooting is a white Toyota Corolla with tinted windows. Case of Murder and Attempted Murder opened.

TAXI VIOLENCE INCIDENTS: 2003

APRIL

2003-04-12 AT 19:50: A shooting incident took place in Zwelitsha next to the Rent Office. Mr Mzikayise Mnyanda (38), was busy off loading passengers when a white Toyota Sprinter approached him. An unknown man got out of the Toyota and started firing at him. He sustained injuries to his right shoulder and neck. No spent cartridges were found on the scene. It is suspected that a pistol was used to execute the attack. Capt. Jonas from Zwelitsha SAPS attended the scene. Zwelitsha CAS 144/04/2003.



2003-04-12 AT 20:30: A shooting incident took place at Dimbaza Taxi Rank. Mxolisi Bhena (30) was driving a mini-bus with reg no BHK 041 EC when he came under fire and was fatally wounded. Eyewitness reports indicate that two white Toyota Corollas were used to launch the attack. Six bullet holes were found on the driver's side of the mini-bus, six spent 9mm cartridges were found on the scene. Murder docket was opened and registered at Dimbaza SAPS CAS 111/04/2003.

2003-04-22 AT 19:35: A shooting incident occurred at the Dimbaza main road. Reports indicate that the occupants of a white Toyota Sprinter fired shots at a white Isuzu relay with reg no BTM 435 EC, which was busy off loading passengers in the main road. Passenger, Ms Vuyiseka Biyana (25) died instantly after sustaining a bullet wound to the head. Seven bullet holes were found above the sliding door of the taxi. Three 9mm spent cartridges were found on the scene. A Murder docket was opened at Dimbaza, CAS 205/04/2003. Sgt T Ngetu from Dimbaza SAPS reported the incident.

JUNE

2003-06-17 AT 05:43: Three shots were fired at Market Square Taxi Rank. No injuries or damages were reported. The incident was reported by CMU members on the scene and it is suspected that the shots were fired into the air.

2003-06-20 AT 19:00: A shooting incident occurred at Masele Location, KWT. It is alleged that a white Toyota Sprinter was used during the attack. The taxi a Nissan E20, reg no BVF 124EC, was driven by Mr Madala Hena (40). He sustained two flesh wounds to his back and his wife Nokuzola Hena (27) sustained two flesh wounds to her head and one on her hand. The victims were treated at Grey Hospital. Twelve(12) 9mm spent cartridges were found on the scene. The victim was affiliated to Bikita.



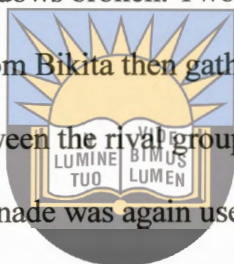
2003-06-20 AT 19:55: A shooting incident occurred on the road between Tamara and Peddie. It is alleged that while Mr Madala (Bikita) was travelling home (Tamara Loc) he was fired at by unknown people in a white Toyota Corolla. Mr Madala sustained no injuries. Damages to his vehicle was 2 bullet holes on the driver side door, the back window was broken and 3 bullet holes to the windscreen.

JULY

2003-07-04 AT 07:15: Members from the rival taxi associations gathered at the Market Square Taxi Rank and started throwing stones at each other. During the fighting a shot was fired hitting an unknown man in the back of his head, fatally wounding him. It is alleged that the deceased was a member of Uncedo. Two vehicles' windows were also damaged during the incident.

2003-07-10 AT 07:30: Shots were fired at the Market Square Rank after violence erupted between Bata and Bikita. One 9mm round and five 9mm cartridges were found on the scene. During the incident seven taxi`s were damaged by stones and one taxi damaged as result of a discharged round. One person sustained head injuries caused by the stone throwing. The vehicles belonged to Bata and the injured person was also a member of Bata.

2003-07-15 AT 07:30: Approximately 100 members of Bata approached the Market Square Rank armed with stones and sticks. The Bata group clashed with ±50 members of Bikita. One Bata taxi was damaged, it`s tyres were slashed and windows broken. Two stun grenades and one gas grenade was used to disperse the crowd. Members from Bikita then gathered at the corners of Cathcart and Buffalo Street where another fight broke out between the rival groups. Three Bata taxi`s were damaged. One person sustained head injuries. A gas grenade was again used to disperse the crowd.



2003-07-16 AT 13:00: Members of ACCU attended to a complaint of intimidation at Big Daddy`s Liquor store when they were thrown with stones and bottles by a group of ±250 people. One stun grenade was used to disperse the crowd. One person was also arrested for assault GBH, resisting arrest and attempting to escape after he assaulted a police officer.

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OCTOBER

2003-10-17 AT 14:20: 1 x Taxi was damaged after stones were thrown in Cathcart Street. Front windscreen and left side window were damaged. The driver was also assaulted by the group sustaining head injuries. One person arrested for public violence, assault, and M I to P. KWT CAS 367/10/2003. Value R1500,00. Aggressors KTF victims Bata.

2003-10-17 AT 14:00: Members of Bikita assaulted 2 men in Fleet Street, stabbing one in the neck (died on the scene) and the other person broke his ankle CAS 366/10/2003.

2003-10-17 AT 14:15: 4 x Taxi's damaged by stones in Market Square Rank. Innocent bystander b/f Nokwayi Ongqala was hit against the head with a stone. 2 B/m arrested for Public Violence KWT CAS 370/10/2003. Aggressors Bikita, victim Bata.

2003-10-17 AT 17:55: Stone-throwing incident at Market Square Rank. KTF member threw Bata taxi's with stones. Damages R500.00. One person arrested for M I to P. KWT CAS 383/10/2003.

NOVEMBER

2003-11-19 AT 20:00: Shots were fired at a taxi driver in Dimbaza by unknown assailants in a green Mazda. He was hit in the head and died. Eight 5.56mm spent cartridges were found on the scenes. Murder CAS 91/11/2003 was opened on 10/11/2003, report from Insp. Deceased was a member of Bata. The attackers then attack another mini bus, also in Dimbaza, injuring another two people, one was shot in the neck and his condition is serious, the other was shot in the right upper arm and her condition is stable. They were passengers on a taxi. The passerby vehicle was identified as a stolen Mazda BFS670EC which was stolen in KWT CAS 120/09/2003 refers.

2003-11-19 AT 20:00: A shooting incident took place on the main road in Tembisa. Taxi driver belonging to Dimta was shot and killed by unknown assailants driving a green Mazda. The Mazda passed the taxi and opened fire with high calibre firearms hitting the driver in the head. He died on the scene.



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2003-11-19 AT 20:30: A second taxi came under fire in Tembisa injuring the driver in the neck. A passenger was shot in the right arm. Eight spent cartridges were found on the scene. The taxi driver was also a member of Dimta.

2003-11-20 AT 14:15: A taxi, travelling from KWT towards Stutterheim belonging to Bikita, was thrown with stones, the taxi was forced to stop next to the Delta garage, Stutterheim. Unknown people then damaged all four tyres and all windows. Two commuters were assaulted by being stabbed and were sent to Stutterheim hospital. The vehicle was towed to the police station. Stutterheim CAS 227/11/2003, damage value R2100,00.



2003-11-26 AT 16:00: A shooting incident took place at Izele, 1 x b/male was shot in the head and taken to Grey Hospital. 3 vehicles were damaged, one taxi's tyres were shot on the right hand side and windows smashed, all the windows of the Toyota sedan were smashed. Value of damages ± R50 000. 1 x Luger 9mm pistol was recovered no B51481 with 15 live rounds and 5 spent cartridges were found on the scene. 2 B/males were arrested. They were occupants in a Toyota Corolla registration CFD 057EC.

DECEMBER

2003-12-01 Bikita and KTF indicated that they were planning an attack on Bata on Tuesday.

2003-12-02. Conflict erupted between KTF, Bikita taxi's and Stutterheim Taxi Association (STA).

2003-12-03. STA does not want Bikita and KTF taxi's operating in Stutterheim.

2003-12-02 AT 09:00: One taxi driver affiliated to KTF taxi association was assaulted by a group of men belonging to STA Association. He sustained open cut wounds to his face and on his head. A case of assault GBH was opened.

2003-12-02 AT 10:00: A case of pointing of firearm was opened after conflict erupted between KTF and STA at the Stutterheim taxi rank. Members of Stutterheim SAPS seized a 9mm Norinco.

2003-12-17 TAXI VIOLENCE : STUTTERHEIM TAXI RANK

Long distance taxi driver was assaulted when he entered the rank to off-load passengers from Gauteng. A case of Assault GBH was registered - Stutterheim CAS 149/12/2003 refers.



2003-12-21 TAXI VIOLENCE: INTIMIDATION: IZELE

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Intimidation on taxi violence between two taxi groups Stutterheim Taxi Forum and Bikita King William's Town Taxi Forum. They blocked each other and drained off people to another taxi forum.

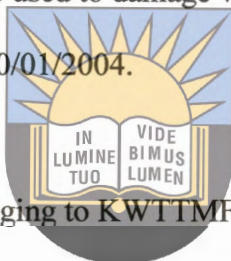
**2003-12-21 TAXI VIOLENCE: ATTEMPTED MURDER : IZELE CAS 100/12/2003:
STUTTERHEIM AND KING WILLIAM'S TOWN TARR ROAD -
SHOOTING - UNKNOWN PERSONS:**

Attempted Murder - Stutterheim/King William's Town road - R346 : Stutterheim Taxi Forum and Bikita KWT Taxi Forum: It is alleged that Mr Z. Yeveza of KWT Taxi Forum was travelling from Stutterheim, escorting taxis. They were about to pass Joe Lentz forest when they heard shots fired, but they did not see where the shots came from as there was no vehicle following them. The complainant thought that they might be ambushed next to the road by their attacker as there was a conflict between them (KTF and Stutt Taxi Forum). No persons injured or killed.

TAXI VIOLENCE INCIDENTS: 2004

2004-01-05 AT 12:20: A blue Toyota Hi-ace belonging to KWTTMF was attacked and damaged whilst transporting passengers at Stutterheim Taxi Rank. Five (5) suspects were involved and a case of Malicious Injury to Property was opened at Stutterheim CAS no. 19/01/2004.

2004-01-05 AT 14:30: Two (2) vehicles belonging to King Taxi Forum were damaged in the rank in Stutterheim. A minibus BTW 378 EC had two windows broken - value R2 500. A Toyota Corolla BIP138 EC sustained a dent. Stones were used to damage vehicles. One suspect belonging to Bata was arrested. Stutterheim CAS 19 and 20/01/2004.



2004-01-06 AT 02:20: One vehicle belonging to KWTTMF was shot at on the N6 next to Kei Road. The minibus reg. BSK 756 EC sustained bullet holes in the front windscreen and holes in front doors. No one was injured. The attacking vehicle was a white Oldsmobile. Attempted Murder case Kei Road CAS 04/01/2004. No suspect at this stage.

2004-01-09 AT 13:40: One taxi belonging to KWTTMF came under attack on the KTW / Stutt road. The driver, Mr Mpati, approached Klipplaat Farm when a red Venture approached from behind and \pm 100 away they started shooting at his vehicle. The vehicle was hit 3 times on the rear window and stopped at the entrance to the farm. The occupants ran into nearby bushes. The Venture stopped behind the cream Toyota whereupon six men alighted, 2 armed with R5 rifles and the others with pistols. Three spent 9mm cartridges and 1x 9mm live round were found where the Toyota was parked. Six R5 spent cartridges were found \pm 100m away from where the attack first took place. No one sustained any injuries. A case of Att Murder has been opened. The Venture belongs to Mr Mzuyana Mtiaka of 2519 Mlungisi T/ship, Stutterheim.

2004-01-30 AT 12:00 : It is alleged that a Toyota Hi-ace minibus reg BVG 64EC was attacked at the robots of Maclean Street. According to the witnesses, shots were fired from a Toyota Corolla, registration CYD439EC green in colour with 3 occupants . The above minibus was coming from Queenstown to King Williams Town. When the minibus stop at the robot a group of people attacked the vehicle and damaged all windows which were smashed by pangas and knobkieries and stones, tyres slashed and the body of the vehicle also damaged. Injuries - 1 x b/male driver stabbed in his back and a passenger got serious head injuries and was taken to hospital. The conflict was between Bata and KWTTMF. Shot fired was an allegation, but could not be verified. No case was registered according to Stutterheim police station.



2004-02-12 AT 11:00 Taxi violence that took place at Stutterheim area on the road between Stutterheim and King William's Town. According to information from the local police taxi drivers were stoning taxis that are coming from King William's Town and belong to Bikita. The ones that were throwing stones belong to Bata. One one person was injured and was a passenger from the taxi that was coming from King William's Town. According to the injured one, the taxi in which she was, was stoned next to Kubusie location by the group of people. The taxi in which she was travelling managed to drop her next to the road and turned back to King, running away from the stone throwers. The lady stopped the police van and reported the matter but the vehicle in which she was travelling could not be found. The lady was injured on her right wrist and was taken to Stutterheim Hospital. No damage was reported and no case was opened. The one who was injured is Nosisi Mnyakama, 52 years old of Caba Location in Tsomo. All this happened on N6 road between Stutterheim and King William's Town next to Kubusie Location 5km from Stutterheim. SAP10/627/02/2004

2004-02-16 AT 13:00 Inspector Gege reports that at Maclean Street, Stutterheim a vehicle with registration number BTD378EC belonging to Bisho Taxi Association was thrown with stones by Bata. The vehicle damaged the windscreen and the taxi driver BTD378EC went to the police station to open up a case of Malicious Damage to Property and Assault by means of threat and the damage value of R1 300,00 and the cas no 164/02/2004 - SAP 10/843/02/2004. The amount of people were about 50 and the vehicle involved was a Toyota Hi-ace. According to the information the vehicle belongs to Mr Sinxo BT of 1246 Zone 6 Zwelitsha KWT.



2004-02-26 AT 14:00 Captain Ellerbeck reports that he received information that 2 x King Forum taxis were stoned at the King William's Town/Stutterheim Junction. Apparently there were shots fired. At 14:20 Inspector Trollip reports that apparently 2 x King Forum taxis were escorted from King William's Town to Stutterheim by members of the VIP Taxi Violence Unit. About 7 km from King William's Town/ Stutterheim Junction a group of about 300 people started throwing stones at the two vehicles. The members of the security company fired warning shots.

The 2 x taxis were:

(1) Red Toyota Hi-ace registration BBS 008 EC

(2) Blue Toyota Hi-ace registration BDF 249 EC

Both vehicles were stoned and the damages are as follows: (1) all the windows are broken; (2) the panels of the vehicles were ripped off; (3) the interior (seats) are all cut into pieces; (4) the bodies of the vehicles are full of dents. Estimated damage of about R80.000, 3 x LM 5 cartridges were found on the scene. Stutterheim CAS no 226/02/2004 for Public Violence East London ACCU SAP10/1379/02/2004

TAXI VIOLENCE INCIDENTS: 2005

2005-02-20 AT 08:20:

Public violence started at Durban Road, King William's Town between K K Bus Service and Owethu Bus Company. Both groups were involved with shootings and assault incidents. 2 Suspects were arrested. 1 Firearm and ammunition was seized - Star 7.65 pistol, serial no 1849667. KWT CAS 388/02/2005. A case of Malicious Injury to Property was registered for the following damages to bus CA 40063 - damages estimated at R200,00 - left front windscreen damaged.



2005-02-25 AT 11:45: On R5 between Stutterheim and King William's Town a taxi belonging to Ncedo was stoned by 15 people standing next to the road at Zioenge Village. The suspects are affiliated to BATA. 4 Suspects arrested on Public Violence – Stutterheim CAS 127/02/2005.

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2005-03-18 AT 22:00: Toyota Hi-ace, BGC267EC, was attacked by occupants of a white Sprinter (three occupants). They started shooting at the taxi and fatally wounded the driver. The incident occurred in Dimbaza while the taxi driver was waiting for a petrol attendant to attend to him. Murder case opened - Dimbaza 44/03/2005.

2005-04-05 AT 14:48: Taxi from BATA was travelling towards Dimbaza. They were stopped by vehicles from KWTTMF. A fight ensued between the parties and 3 vehicles of BATA were damaged (windows broken). 1 x Luger B55890 and 7 rounds seized on the scene by SAPS. 1 Suspect was detained.

TAXI VIOLENCE INCIDENTS: 2006

2006-02-17 AT 00:01: A taxi (BVS 008EC) was driving along Bulembu Airport, KWT. He was approached by unknown people in a sedan. Shots were fired at the taxi. Driver of taxi died on the scene. R4 rifle was used. 8 Cartridges were found on the scene. Murder and Attempted Murder case - Dimbaza CAS 66/02/2006.

2006-05-03 AT 18:45: A KWTTMF member and his family were on their way home in Dimbaza, near Bulembu Airport. A white Ford Meteor came from behind him (no registration number). Shots were then fired in his direction by occupants of this vehicle. Attempted Murder - Dimbaza CAS 06/05/2006.



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2006-10-03 AT 09:00 : Two BIKITA Taxi Association members arrested in King Williams Town for intimidation. They tried to force hitch hikers in using taxi's at the Dimbaza road.

2006-10-05 AT 15:20 : 32 Taxi drivers was arrested for intimidation of commuters who are hitch hiking at Cathcart str, King Williams Town, next to the Wimpy at the Engen garage. The taxi drivers parked their vehicles there to prevent the commuters to make use of lifts. The taxi drivers belong to KWTTMF.