



Integrating public transport: rethinking the role of the Mini Bus Taxi industry

Towards effective city government engagement with the minibus taxi industry to facilitate integrated public transport

Leadership Course

16—18 September 2015, The Townhouse Hotel, Cape Town

Presented by UCT's Graduate School of Development Policy and Practice (GSDPP) in collaboration with the National Treasury, SALGA and the South African Cities Network.

Finding ways to better integrate the minibus taxi (MBT) industry into the public transport system is a critical urban policy challenge in South Africa. The industry is the backbone of public transport in South Africa's cities – currently transporting over 65% of urban public transport commuters – this is likely to remain the case for the foreseeable future. It is a major economic sector in its own right, a key area of black economic empowerment and an industry with huge scope for innovation and development. It is also an industry with many challenges, including governance, regulation, infrastructure, operations, the economic model and the delivery of a commuter-friendly service.

In recent years, the focus of public transport reform and public investment has been on establishing city-controlled BRT systems and strengthening the rail mode under PRASA as key components of the rapid public transport networks envisaged in the national Public Transport Strategy. **The role of the MBT industry in this has been neglected** and the areas of change, such as taxi recapitalization and the inclusion of parts of the industry in the various BRT initiatives, have been partial efforts that have not addressed the key obstacles to improving MTB services and developing the industry as a full partner in delivering public transport services.

There is a growing recognition that the focus on building public transport networks now needs to be complemented by reflection on the role of the MBT industry. There is also considerable urgency to this. There is a growing instability in the industry as a consequence of deepening economic and social pressures reflected in an escalation of violence and taxi-industry related killings around the country. The respective roles of provincial and city governments in regard to the industry are also currently in a state of flux as government works through the implications of implementing the NLTA. This uncertainty and instability poses real risks for public transport reform agenda.

At the same time, a **unique opportunity exists for national, provincial and city governments and the industry to develop a fresh approach to regulating the industry and providing the infrastructure and other support it needs to flourish.** The next-generation public transport interventions should support major improvement and development of the MBT sector, including better integration with the urban public transport system.

Graduate School of Development Policy and Practice
Strategic leadership for Africa's public sector

The programme

The course is designed to facilitate a dialogue between the cities, the MBT industry and other government and non-government stakeholders about the future of public transport in South Africa's cities and how the MBT industry should be supported in the short and long term to play a constructive role in the development of effective and efficient public transport networks.

The course programme is structured around three focuses:

A vision for the MBT industry as part of an integrated public transport system.

This will involve the cities and other spheres of government and the industry sharing their perspectives on how the industry should evolve into the future. It will also explore global and national mobility trends impacting on both cities and the MBT industry including the potential impact of technology and new transport models such as ride-hailing. What are critical trends in urban mobility internationally? What is the public transport big picture in South Africa? How does the MBT industry fit in? Why is it important?

Understanding the rules of the game.

This will explore the implicit and explicit rules and incentives that influence the nature of the service provided by the MBT industry. It will explore the realities of the current system of regulation as well as the business models that drive MBT operations. It will conclude by exploring what needs to be done to put in place new rules of the game that are both directed at achieving a vision of inclusive car competitive public transport as well as being responsive to the practical realities of the present time.

Facilitating business development and innovation.

This will explore how business development and innovation can be facilitated in order to improve the MBT service offering and its operating environment. In particular, it will explore how the necessary trust within the MBT industry and between the industry and government can be built and sustained. Case studies will be presented, with a particular focus on the institutional issues of building trust and institutional capacity in the context of pressures to transform and modernize the sector. It will also look at how cities can partner with the MBT industry to develop prototypes or pilot projects that better integrate the MBT industry in the public transport system and what national and provincial government can do to support such activity.

What will participants gain from attending the course?

- A deepened understanding of the “informal” minibus taxi (paratransit) sector, its role in the urban public transport system and how it contributes to urban development and human settlement.
 - Participants will gain enhanced knowledge of the critical role of the informal paratransit sector in addressing gaps in the public transport system and its flexibility and adaptability.
 - Participants will gain an understanding of the importance of understanding and working with the “business model” of the industry in trying to craft effective policy and support interventions.
- A deepened understanding of how change in the sector can be facilitated and supported.
 - Participants will gain enhanced knowledge of both the substantive issues of how the minibus taxi sector can be better integrated with other public transport modes as well as the process issues.
- Participants will gain consolidated knowledge of emerging new thinking into a more coherent integrated framework for more effective government action in these areas.

Resource people

The programme will be practical and interactive and will feature thought-leaders in the field of public transport reform as well as mobility innovators from both the minibus taxi sector and the world of technology.

The Graduate School of Development Policy and Practice at the University of Cape Town

The School provides professional and academic training for senior government officials, elected office bearers and those engaged in public policy in South Africa, as well as for other African countries and beyond.

It also engages in research, consultancy and policy advice on issues related to development policy and practice in Africa. In doing so, it builds on the academic resources of the different faculties at the University of Cape Town, as well as those of local and international partners.

The School seeks to strengthen links between the research community and the policy community and promotes the development of strategic leadership in government, including a strong emphasis on accountability in government.

The National Treasury's City Support Programme (CSP)

The **City Support Programme** project is an initiative of National Treasury to address spatial inequalities and development challenges at the city level. In collaboration with key government departments, the project aims to harness human, financial and institutional capacity to improve planning, implementation and innovation in order to ensure that cities are more inclusive and liveable, productive, and environmentally, financially and economically efficient, while also being resilient to change. This project covers areas of governance relating to citizen engagement, counter corruption in the metros as well as social and environmental management.

The South African Cities Network (SACN)

SACN is a learning network with members from the nine largest cities in the country that identifies, collects and shares information that enhances the abilities of the cities' decision-makers to learn from the experiences of others. The South African Cities Network:

- Updates leaders on current and emerging changes and trends in urban policy globally and in South Africa;
- Promotes innovation and strategic thinking between cities and other spheres of government;
- Fosters cooperation and exchange of best practice;
- Generates options and make recommendations to network members;
- Mobilises the capacity of cities to support local government and national development; and
- Strengthens linkages between cities, towns and rural areas.

The SACN focuses on the full scope of the urban management process; promoting sustainable cities, economic growth and poverty reduction, urban renewal, good governance, integrated land management and service delivery and city development strategies.

The South African Local Government Association (SALGA)

SALGA is an association of municipalities established in 1996 with its mandate derived from the constitution of the Republic of South Africa. This mandate defines SALGA as the voice and sole representative of local government made up of 278 municipalities, which are SALGA members.

The organisation has a clear mandate to:

- Represent, promote and protect the interests of local government
- Transform local government to enable it to fulfill its developmental role
- Raise the profile of local government
- Ensure the full participation of women in local government
- Represent municipalities as the employer body
- Develop capacity within municipalities

How to apply?

- ◆ Complete and submit the attached application form and return to Wendy Hendricks on wendy.hendricks@uct.ac.za

The closing date for applications is **Friday 28 August 2015**. Space is limited so we suggest you apply as soon as possible to avoid disappointment. Participation will be confirmed by Tuesday 1 September.

Who should apply?

The programme is aimed at:

- Councillors and senior officials in city and national government involved in transport policy and planning, public transport operations and transport regulation;
- National and regional leaders and innovators in the minibus taxi industry;
- Researchers and policy advocates working in public transport.

It is preferable that a management team from a department/organisation attends; this supports the embedding and implementation of learnings in the department. Teams of at least 3 are recommended.

Costs

No course fees are charged, however, transport and accommodation costs need to be booked and paid for by participants' departments/organisations.

A provisional block booking has been made at the Townhouse Hotel, Cape Town, where the course will take place.

For more information please contact

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