

Department of Transport, Safety and Liaison

Provincial Transport Operations Grants (PTOG) Evaluation

April 2015 – December 2016

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ACRONYMS

MEC	Member of the Executive Council
NLTA	National Land Transport Act
PTOGs	Provincial Transport Operations Grants
SABOA	South African Bus Operators Association
SANRAL	South African National Road Agency Limited
SANSBOC	South African National Small Business Operators' Council
SANTACO	South African National Taxi Council
SEFA	Small Enterprise Finance Agency
TETA	Transport Education Training Authority

1. PURPOSE

The purpose of this evaluation report is to determine the alignment to the strategic plan of the Department of Transport, Safety and Liaison (2015/16 – 2019/20) and to also establish whether the Northern Cape Provincial Transport Operations Grant (PTOG) is benefiting both the public and the Northern Cape Department of Transport, Safety and Liaison.

1.1. BACKGROUND

The Constitution of South Africa, Act 108 of 1996 provides guidance to the formulation and implementation of all Acts as a sovereign law. The Constitution prescribes how communities should be provided with basic services. This includes the provisions of all acts, policies and regulations that are designed to serve the nation. According to the National Land Transport Act, 2009 and its Regulations, there is a need to subsidise local public transport by provincial governments and to reduce transport tariffs for citizens using public transport to work or schools. These subsidies are also guided by both National and Provincial Treasury Regulations. The process of auditing the subsidies includes the evaluation procedure, which seeks to determine whether the subsidies are aligned with government expenditure, strategic frameworks and treasury policies. It is against this background that this evaluation was conducted on all public transport bus companies that receive the Provincial Transport Operational Grant (PTOG) from the Northern Cape Department of Transport, Safety and Liaison.

2. SWOT ANALYSIS

The Departments' PTOG operation is characterised by some strengths, weaknesses, opportunities and threats outlined as follows:

2.1. STRENGTHS

The following strengths are identified:

- The PTOG is funded by the provincial department that receives its budget from the provincial treasury.
- The transport department is constantly under surveillance and guidance of treasury and the provincial portfolio committee which monitors the distribution of grants to deserving service providers.

- The whole department is under the leadership of the Member of the Executive Council (MEC) who monitors the budgeting functions of the department.
- The department has role players such as taxi industries, bus companies and civil societies that have an interest in departmental operations and functions.
- The department has a good relationship with other sister departments both within the province and outside the province that provide guidance and assistance in relation to transport operations and other related matters.

2.2. WEAKNESSES

The following weaknesses are identified:

- There are no adequate resources to effectively implement the PTOG within the department.
- The directorate has limited capacity to service the entire province with the PTOG.
- The process of constantly monitoring the service providers is a challenge, owing to the vastness of the province and lack of sufficient resources.
- There are no electronic or IT systems to determine the veracity of services rendered by service providers.

2.3. OPPORTUNITIES

The following opportunities are identified:

- The province can expand its revenue generation through effective awarding of grants to all deserving service providers.
- More improvements can be done in developing the transport sector of the province when the grants are monitored and evenly distributed.
- The lives of the citizens can be improved when the grants are monitored and evenly distributed.
- Provincial workers' lives can be improved when all role players take part in transport services, especially those who are beneficiaries of the provincial grants.

2.4. THREATS

The following threats are identified;

- Lack of support and cooperation from service providers can derail the evaluation process.
- Lack of sufficient budget and resources for conducting effective evaluation poses a threat of obtaining primary data that will authenticate the evaluation report.
- Untrained data collectors may jeopardise the process and the quality of collected data.

3. CONTENT IN TABLE AND GRAPHICAL REPRESENTATIONS FOR EACH PRODUCT

The following analysis is a table and graphical representation of PTOG activities as captured in the Transport Directorate's monthly reports since April 2015 until December 2016. The discussion illustrates the revenue spent on subsidising vehicles and passengers between April 2015 and December 2016. This also includes the number of subsidised routes. The below tables illustrate the data gathered monthly on a number of subsidised vehicles, passengers, routes, etc. These are subsequently followed by graphical representations that also represent numbers on subsidies.

Table: 3.1 Illustration of subsidised transport activities by the Northern Cape Department of Transport Safety and Liaison

				A	April 2015 - December 2015	ecember 20	15					
		April 20	April 2015 - June 2015	15				May 2015 -	May 2015 – December 2015	115		
Apr-15	15	May-15	Jun-15	Total	<mark>/ Aluc</mark>	Aug	Sept	Total	Oct	Nov	Dec	Total
9	62	62	62	186	49	45	00	134	63	5	, L	183
					2	2	}	101	70	70	60	
-	9	09	9	180	53	53	47	153	09	57	55	172
7 %	129 221.6	136 632.7	141 112.5	406 966.8	109 887.4	113 950.8	98 027.5	321 865.7	147 628.3	143 607.3	131 926.2	423 161.8
Œ	R 49	R 52	R 51		R 56	R 61	R 67	R 50	B 54	ט ככ	0.53	R 54
40	405.73	071.20	840.31	R 51 105.74	105.01	505.67	199.88	738.03	963.98	832.51	176 68	361.63
RZ	R 21.78	R 20.16	R 21.38	R 21.07	R 22.95	R 21.57	R 22.23	R 22.23	R 22.95	R 21.57	R 22.23	R 22.23
	i											0
~	R 23.70	R 23.63	R 22.78	R 23.36	R 25.02	R 24.29	R 25.38	R 24.87	R 23.09	R 24.10	R 23.33	K 23.51
70	2 084.2	2 203.8	2 276.0	2 188.0	2 242.6	2 532.2	2 450.7	2 402.0	2 381.1	2316.2	2 236.0	2 312.4
22	2 268.4	2 582.7	2 425.0	2 425.3	2 445.0	2 851.8	2 797.9	2 686,9	2 445.0	2.851.8	9 797 6	2 686.9
4	47.7	51.7	46.9	48.8	45.9	47.2	46.9	46.7	45.9	47.2	46.9	46.7
	000	4										0 0 0.3
-	0.70	K 11.08	K 10.71	K 10.49	R 9.75	R 9.97	R 9.96	R 9.89	R 10.97	R 10.40	R 7.56	N 0.32
ć	<u>ا</u> ح	ر کو					œ					CC 23C 0
'n	393.55	215.16	K 4/1.62	R 461.30	R 410.34	R 417.75	409.09	R 412.57	R 485.67	R 439.26	R 321.30	77.00C N
ı	3.3	3.3	3.5	3.4	2.3	2.4	2.8	2.5	2.3	2.3	2.2	2.3

Table: 3.2 Illustration of subsidised transport activities by the Northern Cape Department of Transport Safety and Liaison

					*	anuary 2	January 2016 - December 2016	mber 2016	76		8	l i				
	Jar	102 Yann	January 2016 - March 2016	2016					April	April 2016 – De	December 2016	910				
Activity	Jan	Feb	March	Total	April	May	June	Total	ylut	Aug	Sept	Total	Oct	Nov	Dec	Total
1. Number of vehicles																
subsidised:	49	45	40	134	40	40	40	120	40	40	44	124	44	44	77	133
2. Number of routes subsidised:	53	273	47	153	47	1	- 1	141	2		: 7		1	ŧ ;	ţ.	727
2 Minmhon of stabielo	20,	273			ř	ì	ì	141	ţ,	40	70	169	61	61	51	173
kms subsidised:	887.4	113 950.8	98	321	98 853 4	102 225 g	102	303	103	102	122	327	120	123	110	353
	R 56					R 64	2: 22	100.1	0.500 A A A	7.007	147./	C.Toc	0/7:0	7.4.1	71117	39/.8
	105.0	R 61	R 62	R 59	R 58	237.4	R 65	R 62	728.3	R 67	R 70	8 68	B 60	D 70	D 63	72 0
4. Subsidy/vehicle:	1	505.67	199.88	738.03	473.28	2	847.53	852.74	00	09.990	506,36	178.06	487.96	911.25	449 30	949 50
	~					æ			~		~		~	0		2
5. Subsidy/passenger:	22.95	R 21.57	R 22.23	R 22.23	R 19.93	21.49	R 24.93	R 22.02	24.67	R 24,44	27.37	R 25.52	27.26	27.53	30 57	28.00
6. Subsidy/kilometre	œ					œ			8		~		~	0	0	00.00
operated:	25.02	R 24.29	R 25.38	R 24.87	R 23.66	25.14	R 25.80	R 24.88	25.91	R 26.24	25.40	R 25.82	25.46	25.32	25.35	25.38
7. Kilometres	2					2			2		2				2	,
operated/vehicle:	242.6	2 532.2	2 450.7	2 402.0	2 471.3	555.6	2 552.7	2 526.6	575.2	2 555.8	775.9	2 640.2	2 728.9	2 800.3	502.5	6773
	7					2			2		2				,	,
8. Passengers/vehicle:	445.0	2 851.8	2 797.9	2 686.9	2 933.5	9886	2 641.5	2 854.5	705.4	2 744.3	575.7	2 671.9	2 548.7	2575.5	075.8	4267
9. Passengers/trip															2	100
operated:	45.9	47.2	46.9	46.7	48.9	48.1	42.5	46.5	43.3	44.1	39.0	41.9	39.4	386	35.0	38.7
10. Passenger	<u>«</u>					œ			~						2	70.5
revenue/kilometre:	9.75	R 9.97	R 9.96	R 9.89	R 9.69	9.63	R 8.47	R 9.26	9.12	R 9.74	R 8.61	R 9.12	R 9.14	R 8.07	R 7 79	R 8 35
	œ					æ			~							
11. Passenger	410.3	œ	œ	oc.		395.9	œ	~	375.5	œ	œ	œ	~	œ	œ	~
revenue/trip operated:	4	417.75	409.09	412.57	R 399.35	5	348.05	380.91	7	400.17	361.73	378.22	385.07	338.97	328.82	351.46
12. Staff/vehicle	2.3	2.4	2.8	2.5	2.8	2.5	2.5	2.6	2.5	2.5	2.5	2.5	2.5	2.5	2.6	26
															2	2

Provincial Transport Operations Grant Evaluation. April 2015 to December 2016.

Table: 3.3 Illustration of subsidised transport activities by the Northern Cape Department of Transport Safety and Liaison

3.1. GRAPHICAL REPRESENTATIONS APRIL 2015/2016 - MARCH 2016/2017

Fig: 3.1 Number of vehicles subsidised from April 2015 – July 2015

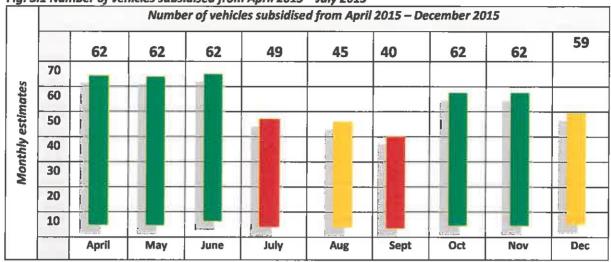


Fig: 3.2 Number of vehicles subsidised from January 2016 – December 2016

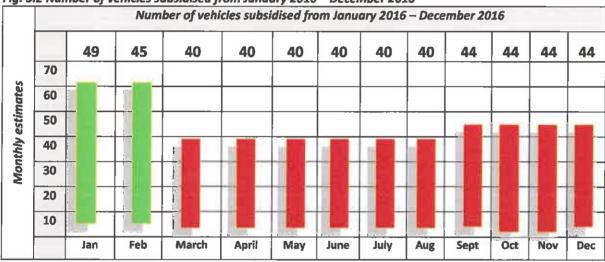


Fig: 3.3 Number of routes subsidised from April 2015 – July 2015

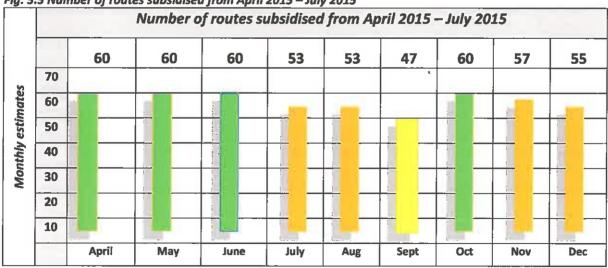


Fig: 3.4 Number of routes subsidised from January 2016 – December 2016

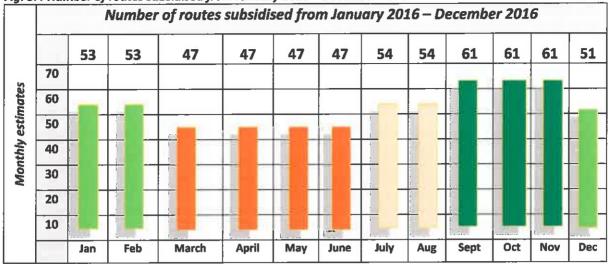
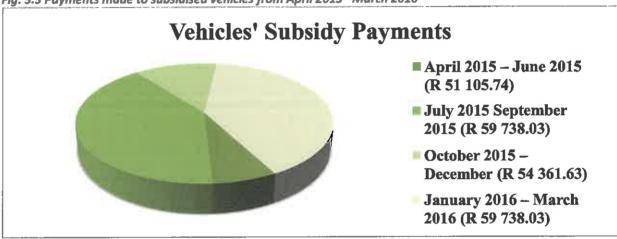


Fig: 3.5 Payments made to subsidised vehicles from April 2015 -March 2016



Vehicles' Subsidy Payments

April 2016 – June 2016 R
62 852.74)

July 2016 - September
2016 (R 68 178.06)

October 2016 – December
2016 (R 67 949.50)

Outstanding

Fig: 3.7 Subsidy Payments per Passenger April 2015 – March 2016

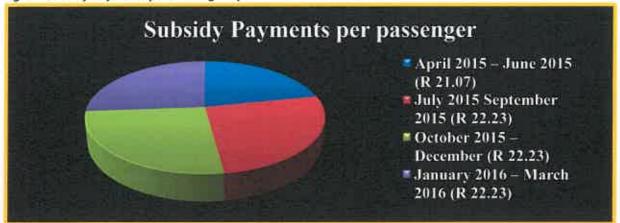
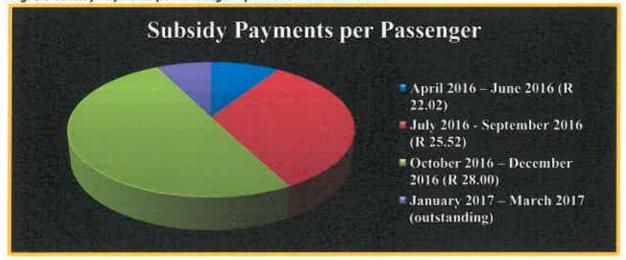


Fig: 3.8 Subsidy Payments per Passenger April 2016 - December 2016



3.2. ANALYSIS

This analysis is based on the secondary data obtained from the Transport Directorate on monthly activities of the Provincial Transport Operational Grant (PTOG). The analysis is also based on the rationale behind the decreasing number of subsidised vehicles, routes and the unstable number of passengers subsidised per month, etc.

3.2.1. NUMBER OF VEHICLES SUBSIDISED PER MONTH

From tables 3.1 and 3.2 above followed by the histogram charts figure 3.1 and figure 3.2 the number of vehicles subsidised from April 2015 until December 2016 decreased from 62 to 44. This is attributed to some of the following reasons as also captured in the below table (4.1):

- a) Some vehicles were withdrawn by owners, because of roadworthy issues.
- b) Some vehicles were withdrawn by the transport directorate as they did not meet the requirements of the contract.
- c) Some operators needed to withdraw their damaged vehicles caused by hazardous roads, especially dirt roads.
- d) Some operators had to request the replacement of original subsidised vehicles to the transport directorate, because of reasons cited above.

3.2.2. NUMBER OF ROUTES SUBSIDISED PER MONTH

From the charts indicated as fig 3.3 to fig 3.4 above, as substantiated by table 3.1 and 3.2, the number of subsidised routes was dwindling and not constant between April 2015 until December 2016 for the following few reasons:

- a) Most operators removed their subsidised vehicles, because of discontinued vehicles as indicated on 3.2.1 above.
- b) Most subsidised routes were unusable and therefore, could not be used by subsidised vehicles.
- c) Some companies did not record the subsidised routes per month appropriately when submitting claims, which culminated into subsidised routes not captured correctly per month.

3.2.3. VEHICLES SUBSIDY PAYMENTS PER QUARTER AND FINANCIAL YEARS 2015/2016 FINANCIAL YEAR

- a) From April 2015 June 2015 **R51 105.74** was paid to **186** subsidised vehicles.
- b) From July 2015 September 2015 R59 738. 03 was paid to 134 subsidised vehicles
- c) From October 2015 December 2015 R54 361.63 was paid to 183 subsidised vehicles
- d) From January 2016 March 2016 **R59 738. 03** was paid to **184** subsidised vehicles
 On the basis of the above analysis, **R224 943.43** was paid to **686** vehicles within 2015/2016 financial year.

2016/2017 FINANCIAL YEAR

- a) From April 2016 June 2016 R62 852.74 was paid to 120 subsidised vehicles.
- b) From July 2016 September 2016 R68 178.06 was paid to 124 subsidised vehicles.
- c) From October 2016 December 2016 R67 949.50 was paid to 132 subsidised vehicles.

On the basis of the above analysis, an amount of R198 980.03 was paid to 376 vehicles within the 2016/2017 financial year, with January 2017 – March 2017 still outstanding. Therefore from the period April 2015 through to December 2016 a total amount of R423 923.46 was paid to 1062 subsidised vehicles by the department.

3.2.4. SUBSIDY PAYMENTS PER PASSENGER

From tables 3.1 and 3.2 above, and graphical representations 3.7 and 3.8, the following determinations can be made in relation to subsidy payments per passenger;

2015/2016 financial year

- a) From April 2015 June 2015, R21.07 was paid per passenger subsidy.
- b) From July 2015 September 2015, R22.23 was paid per passenger subsidy.
- c) From October 2015 December 2015, R22.23 was paid per passenger subsidy.
- d) From January 2016 March 2016, R22.23 was paid per passenger subsidy.

On the basis of the above analysis, a total amount of R87.76 on average was paid per passenger for the period April 2015 – March 2016.

2016/2017 financial year

- a) From April 2016 June 2016, R22.02 was paid per passenger subsidy.
- b) From July 2016 September 2016, R25.52 was paid per passenger subsidy.
- c) From October 2016 December 2016, R28.00 was paid per passenger subsidy.
- d) January 2017 March 2017 still outstanding

On the basis of the above analysis, a total amount of R75.54 on average was paid per passenger for the period April 2016 – December 2016. Therefore, from April 2015 – December 2016, a grand total amount of R163.03 on average was paid to passenger subsidy.

4. PRIMARY DATA ANALYSIS

The above analysis was based on secondary data as received from monthly reports from the Transport Operations Directorate. The analysis was only focusing on the quantities and commutations as provided by the reports. The following data analysis is based on primary data collected in all districts affected by the Provincial Transport Operations Grant in the Northern Cape. The primary data collected was done through the use of a mixture of instruments such as unstructured and structured interviews. These interviews sought to obtain information on the application of PTOGs in all affected areas within the province from variously categorised participants.

4.1. SYNOPSIS

The Provincial Transport Operations Grants are awarded to companies operating public transport within the boundaries of the Northern Cape. These companies are expected to transport workers and learners to-and-from work/school on a daily basis as determined by their contracts with the provincial government. The following companies are operating subsidised public transport in Northern Cape:

- a) SANTACO Frances Baard District, Sol plaatje municipality
- b) Rainbow Busses Frances Baard District, Sol Plaatje municipality
- c) Phumatra Frances Baard District, Phokwana Municipality
- d) Van Wyk Coaches Namaqualand District, Namakhoi municipality
- e) Imvusa Busses Namaqualand District, Namakhoi municipality
- f) Mega Bus JTG District, Gasegonyana municipality
- g) VSH Holdings JTG District, Gasegonyana municipality
- h) Mr Mtwana Busses- Pixley ka Seme District, Renosterberg municipality.

Teams of data collectors were arranged and trained in each district affected by the PTOGs.

These teams were formed from Safety volunteers who have an outstanding experience on data collection for various Department of Transport, Safety and Liaison Directorates. The training and collection of data were done according to the generic schedule designed for all bus companies in districts and municipalities concerned. The interview questions were divided into

four sections such as the operators' section, the drivers' section, passengers' section and the law enforcement section. These questions sought to obtain information on the impact of PTOGs from all participants and how these also benefit the provincial government. The data collected also sought to determine whether there is any value for money in Provincial Transport Operation Grant (PTOG) for the province. The following table provides the summary of findings (table 2.4):

I able: w.t. IIItel View I	esponses from pa	Table: 4.1. Interview responses from participants (Primary data)	/ data)					
			Section A:	Section A: Operators responses	onses			
Questions	Megabus	Van Wyk	Imvusa	SANTACO	VSH Holdings	Phumatra	Rainbow	T.S Mtwana
		coaches	Trading				Transport	Busses
How would you rate	Very	Year,	Verygood	Vor. good	700	1000	7.00	
rile service provided	2009	ACI & BOOD	very good	vely good	DPG	2000	very bad	Very good
by the department								
of transport on your								
subsidies on a scale								
of A - D, (A) Very								
bad and (D) Very								
good.								
• On average, how								
many passengers do	12722/Month	20 000	18000	10 000	Above 1000	20 000	46 642	2500
you transport per								
day, week or								
month?								
• How many				5 5 5 5 5 5 5 5 5 5				
subsidised vehicles	21 busses	4 busses	3 busses	6 busses	4 busses	12 busses	2 busses	2
do you operate on								Temporarily
this route?								withdrawn by
								Transport
								becanse of
								roadworthy
								issues
								and another one
								temporarily
								withdrawn by

owner because of breakdown	579	Yes			_				Yes	}							Yes	• Provide more	subsidy grants to	cater for all		• Erect bus stops.	especially in	5	Increase the		sure	aligned with fuel	increase	
		No								sometimes on	time sometimes	not					Yes	• The contract	must be	structured	• There should be			by government	TETA	• SEFA should be	involved in	contract dealings	with government	 The reports and
		Yes							200	S S							Yes	Subsidise	more trips	Improve	road	surfaces	Determine	the same	tariffs and	rates for	busses			
		Yes							Sometimes on	time	sometimes not	(see comments	below on	problems	encountered)		Yes	Re-evaluate	subsidised	routes and	increase these	to benefit	disadvantaged •	communities						
		Š	ees)	comments	below on	problems	encountered)		Sometimes on	time	sometimes	not (see	comments	below on	problems	encountered)	Yes	See	*chammonda	וברסוווובווממו	ions below									
		Yes							Vac	<u>:</u>							Yes:	• Improve the	hotwoon tho	denartment	and his	inen		·						
		o N	(see comments	pelow on	problems	encountered)			S	2	(see comments	pelow on	problems	encountered)			Yes	• Improve the	transaction	systems	between	companies and	the	department.	 Expand the 	scope of work	eas	benefit the	disadvantaged	communities.
	:	Yes							Yes	3							Yes	• Increase the	B	radius of	o	יב	areas and	disadvantaged	communities	in transport				
	• Does the	Departmental	subsidy benefit your	operations?				 Do you obtain your 	subsidy benefits on	time from the	Department of	<u>.</u>	Hansports				• Are there any	stions you	_	Department of	Transport in relation	to PTOGs funding?	(please explain)	-						

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	Not now	T.S Mntwana Busses	The driver used to take two trips per day.
contracts should also involve SANSBOC subsidised routes conditions Bus operators must be properly empowered in various essential skills	Not now	Rainbow	All 2 Rainbow bus drivers take only two trips per day from Monday to Fridav
	Yes	Phumatra Busses	12 bus drivers were interviewed. Averagely, they take 5 trips per days
	Yes	VSH Holdings	All drivers take 3 trips per day
	Yes	Section B: Drivers' Responses JSA SANTACO VSI	Averagely SANTACO busses take 2 trips per day
	Not now	Section Imvusa Trading	Drivers indicated to be taking 5 trips per day
 Include other six busses in subsidy. Improve the road surface and bus stops infrastructure. 	Not really	Van Wyk coaches responses	On average drivers indicated to be taking at least 4 to 8 trips per day
	Yes	Megabus	All drivers take 3 trips per day
	Do you have monitoring systems to monitor subsidised busses, and if yes can you provide examples to that effect?	Questions	• On average how many trips do you take per day?

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The driver only used subsidised routes from Vanderkloof Dam, Philipstown to De Aar 3 times per week.	The driver has been dismissed owing to the friction between himself and the public, and owing to the friction between himself and the management	Reports indicate that the driver was not time conscious and was also arrogant towards management	e driver was t available to
All rainbow bus The drivers stick to usec subsidised routes Van Phili Aar wee	Sometimes The drivers are beer owii fricting the public to between the public to between the public to between the public to to between the public to between the public to publ	The delays are Remostly caused the by passengers we co to the control of the cont	Most rainbow The busses
All drivers A indicated to use dithe designated su subsidised ro	Averagely, all Sc drivers di indicated to be de punctual at all times	Most delays The are blamed on meanagement by or sometimes passengers	Almost all M drivers bu
All drivers use only subsidised on subsidised busses	All VSH subsidised bus drivers indicated to be on time	Most delays are blamed on management or sometimes passengers	Some passengers are said to be
All SANTCO busses use N12 as their designated route from Ritchie to Kimberly	All six SANTACO bus drivers indicated to be always on time	All six SANTACO bus drivers blame it on passengers for delays that may sometimes happen	Some passengers are
All three drivers adhere to subsidised routes	All three drivers are always on time	Delays are sometimes caused by passengers themselves	All three drivers
All drivers indicated to be using the designated subsidised routes	Except for one driver, all drivers indicated to be punctual at all times	One driver indicated that in case they may be late, it should be because of passengers, while the rest of drivers indicated that both management and passengers may cause those delays.	2 drivers indicated that
All drivers use only subsidised routes on subsidised busses	All subsidised drivers are sometimes delayed	Out of 12 drivers interviewed; • 1 driver is often delayed by management. • 3 drivers are delayed by passengers. • 8 drivers are not delayed at all	All 12 drivers
Do you always use designated subsidised routes as prescribed or sometimes use other routes?	Are you always punctual to your bus stops or sometimes becomes delayed?	• When you are sometimes delayed who might delay you? Passengers/Depot managers?	Are your passengers

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respond this question	The driver was not available to respond on this rating	No suggestions were provided by the driver as he was not available after being dismissed
passengers are friendly towards drivers	All two rainbow bus drivers rated the subsidy as good	• Drivers suggest that the company should hire permanent drivers • More job opportunities should be created • Employ bus cleaners elmprove salaries • Owners should be responsible for every
indicated that all passengers are friendly	3 drivers rated very bad 2 drivers rated bad 4 drivers rated very good 3 drivers rated good	suggestions; Drivers should benefit from the subsidy and not only the public Servicing of busses is inevitable to avoid breakdowns Some busses have no breaks, and this creates a threat to public safety
friendly, while some may be sometimes hostile	• Averagely 2 drivers rated the subsidy as good	suggestions; suggestions; Increase the grant for public transport. Include drivers in the subsidy. Decrease the bus fares to benefit the community.
said to be friendly, while some may be sometimes hostile	4 drivers rated bad, while 2 rated good	e The government should bridge the gap between Ritchie taxis and bus drivers as there is animosity. Improve bus stops infrastructure s
reported that passengers are friendly towards them	2 drivers rated very good and I good	All three drivers suggested that more busses and drivers are needed as passengers are satisfied with their services
passengers are friendly, while two drivers indicated that passengers are sometimes hostile	Except for one driver, all 4 drivers rated the subsidy as good	 More busses must be subsidised to help needy people. Bersig must be catered for with transport. Drivers have limited knowledge of the subsidy from the government.
reported that passengers are friendly towards them	Out of 1.2 drivers interviewed; • 3 rated bad • 5 rated good • 2 rated very good • 1 rated very bad	suggestions; Increase the grant for public transport. Include drivers in the subsidy. Decrease the bus fares to benefit the community.
friendly or hostile to you?	 How would you rate the government subsidy on public transport in Northern Cape from the scale of A – D (A) Very bad, (D) Very Good 	What suggestions can you make to the Northern Cape Department of Transport in improving subsidised transport grants?

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	T.S Mntwana	Busses	On average, almost all 27 participants indicated that they use the transport monthly,	All 57 participants indicated to be using the public transport for personal issues and not work related.
Meetings between drivers and management is inevitable Create a database of the company	Rainbow	Transport	All rainbow passengers use this transport daily from Monday to Friday	All passengers use this transport for work purposes
There is a need for a marketing manager Busses should be increased There is a need to introduce a pre-trip inspection checklist	Phumatra	Busses	56 Phumatra bus passengers were interviewed. All indicated to be using the transport daily	Out of 56 passengers, only 1 indicated to be using the busses for personal use, while the rest
	sponses VSH Holdings		Only three participants indicated they use this transport three times per week. The rest indicated they use this transport daily.	Only two indicated to use this transport for personal issues, the rest use it for work.
	on C: Passengers' Responses		All passengers indicated to use the busses daily	All passengers indicated to use the busses for work purposes
		Trading	All four passengers interviewe d indicated that they use this transport daily	All passengers interviewe d indicated that they use this transport to work
	Van Wyk	coaches	All nine passengers interviewed indicated to be using this transport daily.	were interviewed and they indicated to be using this transport for work, and one said for both
	Megabus		Only three participants indicated they use this transport three times per week. The rest indicated they use this transport daily.	Only two indicated to use this transport for personal issues, the rest use it for work.
	Questions		On average, how many times do you use this public transport?	Do you use this public transport to go to work or for personal issues?

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		work and private				indicated to use the transport for		
How long does it take you to wait for the bus at the bus stop?	Averagely all participants indicated the time to wait for the bus ranging from 20 - 30 minutes	Except for one passenger, all passengers indicated that they don't wait for long for the busses as they are always on time.	All passengers interviewe d indicated that the bus is always on time they do not wait for a bus	5 indicated to wait for the bus between 10 to 15 minutes, while 1 indicated 20 minutes	Averagely all participants indicated the time to wait for the bus ranging from 20 – 30 minutes	Averagely, all passengers indicated to that they wait for busses for 5 to 10 minutes	Passengers do not wait more than 15 minutes for the busses averagely	The waiting periods ranged from 20 minutes to 3 hours, depending on when did the participants arrive at the bus stop
• Are you satisfied with the tariffs you pay for the bus transport? Yes/No	6 out of 12 participants indicated not to be satisfied with the tariffs, while 6 participants were satisfied.	3 out of 9 passengers are not satisfied with tariffs they pay on busses.	passengers indicated to be satisfied with the tariff, while one of the passengers indicated the reduce the tariff with at least R50	4 passengers sighted yes, while 2 sighted no, they are not satisfied with the tariffs	6 out of 12 participants indicated not to be satisfied with the tariffs, while 6 participants were satisfied.	32 passengers are not satisfied with the tariffs, while 24 is satisfied with the bus tariffs	4 passengers are satisfied with the bus tariffs, and 2 are not satisfied	On average almost all participants indicated that they are satisfied with the tariffs they pay for the bus transport
• Are you satisfied by the drivers operating busses on this route (explain)		1 out of 9 passengers is not satisfied with drivers, owing to the fact that thy	All passengers indicated that they are satisfied by	4 passengers are satisfied with drivers, 1 is uncertain and one is not satisfied at all		Almost all 56 passengers are satisfied with drivers	All six passengers interviewed are satisfied with rainbow bus drivers	All 27 participants indicated that they are satisfied with the driver operating on this route as;

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 He gives them more time to prepare and fix their problems He is not rude to passengers He is patient to all passengers 	The average rating was good	A common suggestion was that permanent busses are needed to cater for all communities within the municipality
	 4 rated good 1 rated very good 1 rated bad 	Busses must be serviced There should be regular meetings with drivers and company managers Notifications for price increases should be done on time Busses must be cleaned Monitoring systems should
	Averagely, passengers rated the subsidy as very bad	Common suggestions were; The tariffs should be decreased. The busses should be cleaned. Busses should be well serviced well serviced should be should be should be formed
		Common suggestions were; The tariffs should be decreased. The busses should be cleaned.
	4 passengers rated good while 2 rated bad	• Introduce new busses • busses must be serviced • the ventilation of busses is not of good quality • busses are far from bus stops, that should be improved • There are constant
the drivers operating on their designated routes as they are always friendly to passengers.	passengers rated the DTSL services to public transport as Good ©	All six passengers reiterated the need for more busses. The need to revisit the issue of bus stops.
leave passengers when they are late for the bus, even when they see them running, the rest are satisfied with drivers.	 6 passengers rated good good 1 rated bad 	suggestions were; • Lower the tariffs • Avail busses hourly. • Separate busses to various working groups (e.g. workers, scholars, etc.)
		common suggestions were; should be decreased. The busses should be cleaned.
	How would you rate the Department of Transport Subsidy to public transport from the scale of A – D A. representing very bad and D, representing very good?	• Are there any suggestions you can make to the Department of Transport in relation to the services provided by Bus Companies or public transport in this area?

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		T.S Mntwana Busses	
be introduced		Rainbow	
through the new settlements Bus stops should be revised The bus company management should hold meetings with the public		Phumatra Busses	
	es, responses	VSH Holdings	
breakdowns; therefore new busses should be procured.	Section D: Enforcement Agencies' responses	SANTACO	
	Section D: Er	Imvusa	
inspectors for assistance and monitoring. Social grant passengers should have their own busses during pay days.		Van Wyk coaches	
		Megabus	
		Questions	 Do you conduct vehicle inspection to busses operating on this route(s)? Yes/No How many times per (week/month/year) do you conduct an inspection of busses

Provincial Transport Operations Grant Evaluation. April 2015 to December 2016.

	inspection s? Yes/No	any	suggestions you can	the	of	relation	conducting	posses							
S transfer of the second	your inspection processes? Yes/No	there	ov snc	ţ	Department	Transport in relation	COUC	inspections of busses	on this route?						

4.2. EMPIRICAL ANALYSIS

Four sections of interview questions were designed to obtain data from all four types of participants, namely; operators, drivers, passengers and law enforcers as indicated above. These questions were designed to determine the impact of grants to various participants, especially operators, drivers and passengers. Traffic law enforcement agencies were not interviewed as a general concern outlined was that provincially, the Northern Cape Province has only about 116 provincial traffic officers (see table 4.1). Therefore, provincial traffic officers are unable to monitor subsidised transport due to staff shortages. Interviews were conducted and the following are average responses from interviewed participants in all districts and municipalities:

4.2.1.OPERATORS

On average 8 operators representing their respective subsidised companies were interviewed. Their responses to questions were as follows;

- a) Question: How would you rate the service provided by the department of transport on your subsidies on a scale of A D, (A) Very bad and (D) Very good. Response:
 - 6 operators rated very good
 - 1 rated very bad and
 - 1 rated good
- b) On average, how many passengers do you transport per day, week or month? Response:

 The following responses were obtained;
 - 12 722/month
 - 20 000/month
 - 18 000/month
 - 10 000/month
 - 1000 +/month
 - 20000/month
 - 4 642/month
 - 2 500/month

Based on the above figures, a total average of **87 864** passengers are transported by subsidised transport in the NC per month.

c) How many subsidised vehicles do you operate on this route? Response:

The following responses were obtained;

- 21
- 4
- 3
- 6
- 4
- 12
- 2
- 2

On average there are **54** subsidised vehicles in the province, except the 2 temporarily suspended vehicles from Renosterberg municipality.

d) Does the Departmental subsidy benefit your operations? Response:

The following responses were obtained;

- 5 participants responded by indicating that yes the subsidy is benefiting their companies
- 3 companies indicated that to an extend the subsidy does not benefit their companies,
 especially on current conditions (see challenges below)
- e) Do you obtain your subsidy benefits on time from the Department of Transport?

 Response: The following responses were obtained;
 - 4 participants responded (Yes)
 - 1 responded (No)
 - 3 responded (sometimes yes, but sometimes not on time)
- f) Are there any suggestions you can make to the Department of Transport in relation to PTOGs funding? (please explain); Response:

The following responses were obtained;

- Increase the scope and radius of operation to benefit rural areas and disadvantaged communities in transport.
- Improve the road surface and bus stops infrastructure.

- Improve the transaction systems between companies and the department.
- Expand the scope of work and areas to benefit the disadvantaged communities.
- Include more busses in subsidy.
- Re-evaluate subsidised routes and increase these to benefit disadvantaged communities.
- The contract must be structured
- There should be links between the contract issued by government with TETA
- The Small Enterprise Finance Agency (SEFA) should be involved in contract dealings with government.
- The reports and contracts should also involve South African National Small Business Operators' Council (SANSBOC).
- Bus operators must be properly empowered in various essential skills.
- Erect bus stops in all affected areas.
- Ensure that the subsidy concurs with inflation and fuel increases.
- There is a need for the provincial government to provide funds for starting a business for incumbent companies that have been granted subsidies.
- The Northern Cape Department of Transport and provincial government can benchmark with provinces such as Free State in determining subsidies and assisting small businesses in building their companies, as this can serve as job creation for

4.2.2. DRIVERS

Drivers of all companies that participated were interviewed, except for Mr Mtwana's drivers who were not available. However, some responses were obtained from the public on drivers operating on the Vanderkloof Dam — Philipstown - De Aar — route. The following questions were posed to drivers and their responses were as follows:

a) On average how many trips do you take per day? Response:

The following responses were obtained;

 Averagely, drivers of all companies take almost 3 to 5 trips per day for each driver, depending on the number of subsidised busses and the number of passengers to be transported per day. Some take more than 5 trips per day. b) Do you always use designated subsidised routes as prescribed or sometimes use other routes? Response:

The following responses were obtained;

- All drivers interviewed indicated to use subsidised routes as instructed by their company managements.
- c) Are you always punctual to your bus stops or sometimes becomes delayed? Response:

The following responses were obtained;

- Some drivers indicated to be always punctual at all times in bus stops.
- Some indicated to be sometimes delayed.
- d) When you are sometimes delayed who might delay you? Passengers/Depot managers?
 - Drivers who indicated that they may be late sometimes sighted the management and or passengers as the cause of their delays.
- e) Are your passengers friendly or hostile to you? Response:

The following responses were obtained;

- All twelve (12) Megabus drivers reported that passengers are friendly towards them.
- 2 Van Wyk coaches' drivers indicated that passengers are friendly, while 2 drivers indicated that passengers are sometimes hostile.
- All three Imvusa Busses' drivers reported that passengers are friendly towards them.
- All 6 SANTACO drivers indicated that some passengers are said to be friendly, while some may be sometimes hostile.
- All interviewed Phumatra bus drivers indicated that all passengers are friendly.
- Most rainbow busses passengers are friendly towards their 2 drivers
- f) How would you rate the government subsidy on public transport in Northern Cape from the scale of A D (A) Very bad, (D) Very Good? Response: The following responses were obtained-
 - Of all drivers interviewed as in the above table (2.4), 10 drivers rated (bad)
 - 1 driver rated (very bad)

- 16 drivers rated (good)
- 6 rated (very good)
- g) What suggestions can you make to the Northern Cape Department of Transport in improving subsidised transport grants? Response: The following common suggestions were obtained;
 - Increase busses to benefit the community
 - Decrease bus fares to ensure that the poor also benefit.
 - Erect Bus Stops to prevent the problem of weather, especially during rainy seasons.
 - Increase subsidised busses to cover all areas, including rural areas that are not benefiting from the PTOG.
 - Cater for drivers in the PTOG

4.2.3. PASSENGERS

A number of passengers were interviewed in all municipalities to provide their views on the subsidised busses. The responses provided depended on the demographics of the areas. The following questions and responses were made:

- a) On average, how many times do you use this public transport? Response: The following responses were obtained;
 - Most participants indicated that they use the subsidised public transport on daily basis and ultimately on the weekly and monthly basis.
 - The Pixley ka Seme District participants indicated that they use the public subsidised transport three times a week, although they would need it on daily basis.
- b) Do you use this public transport to go to work or for personal issues? Responses:
 - 60 participants interviewed comprehensively indicated that they use the public subsidised transport for personal issues (personal issues refers to the use of transport to attend to other matters other than daily work).
 - Averagely almost 300+ passengers interviewed indicated that they use the public subsidised transport for work purposes on daily basis.

- c) How long does it take you to wait for the bus at the bus stop? Responses:
 - Some passengers indicated that they wait for about 5 to 10 minutes for the busses at the bus stops.
 - Some passengers indicated that they wait for about 1-3 hours for the busses on the bus stops, depending on the area.
- d) Are you satisfied with the tariffs you pay for the bus transport? Yes/No Responses:
 - Out of 300+ passengers interviewed, only 1 passenger indicated not to be satisfied with the bus tariffs.
- e) How would you rate the Department of Transport Subsidy to public transport from the scale of A D with A, representing very bad and D, representing very good? Responses:
 - Averagely, all passengers rated good and very good except 3 passengers that rated either bad or very bad on the transport subsidy provided by the transport department, this was also attributed to lack of knowledge on what the subsidy is which required data collectors to explain further.
- f) Are there any suggestions you can make to the Department of Transport in relation to the services provided by Bus Companies or public transport in this area? Responses: The common suggestions were as follows-
 - The tariffs should be decreased.
 - Separate busses to various working groups (e.g. workers, scholars, etc.)
 - Social grant passengers should have their own busses during pay days.
 - Introduce inspectors for assistance and monitoring.
 - The busses should be well serviced.
 - Busses should be cleaned.
 - Notifications for price increases should be done on time
 - There should be regular meetings with drivers and company managers.

5. CHALLENGES

The challenges outlined below were highlighted by participants during interviews. These will be outlined as according to the arrangement of the data gathering instrument (interview schedule).

5.1. SECTION A: OPERATORS RESPONSES

The following challenges were highlighted by operators, during interviews. These were complaints and problems related to the PTOG provided by the provincial government;

- a) The grant does not cover all expenses incurred during operations
- b) The grant determines the tariffs for other unsubsidized transport. For example, when only five busses are subsidised, they determine the tariffs for the entire fleet, as there cannot be two types of tariffs for subsidised and unsubsidized busses.
- c) Bad conditioned subsidised roads are threats to companies, as they run their businesses at a deficit, owing to higher costs of repairs to such busses and these renders the grant to be unworthy.
- d) The maintenance of subsidised vehicles is the same as that of subsidised vehicles, and therefore companies are running their businesses at a loss, as the grants only benefit the public technically, and not companies.
- e) There are communities that are not serviced by transport, because of the government's determination on which routes and areas should be covered by subsidised and unsubsidized transport. Therefore, some communities do not benefit from governments' transport grants.
- f) There is disparity on grants offered to some companies' total vehicles, while others complain of not receiving grants for all vehicles.
- g) The determinations on salaries as spelt out by the South African Road Passenger Bargaining Council (SARPABAC) are said to create a challenge for companies in aligning salaries with the main collective agreement, while their sales are lower and the subsidy does not cater for the drivers' salaries.

5.2. SECTION B: DRIVERS' RESPONSES

- a) Drivers are not informed about the PTOG.
- b) Almost all drivers feel betrayed for not knowing anything about PTOG, as though something is being hidden from them.
- c) Drivers complain that PTOG do not benefit them as their salaries are not affected in any way.
- d) Some drivers complain about the passengers' and management attitude, which may be an internal issue.
- e) Some drivers complain about the lack of skills and training for self-empowerment.

5.3. SECTION C: PASSENGERS' RESPONSES

- a) Passengers are not adequately and timely informed on the rise of tariffs.
- b) Some passengers are not satisfied by not meeting company managers to ventilate their frustrations about companies and drivers.
- c) Most passengers are not satisfied by types of bus stops they utilise, especially in bad weather conditions.
- d) Generally, most passengers are not satisfied by conditions of busses, including cleanliness and roadworthiness.

6. INTERPRETATIONS

The interpretations of the above findings are determined by the analysis of both the secondary and primary data collected for the purpose of this report.

6.1. SECONDARY DATA

The analysis on secondary data provided in table 2.1 - 2.2, and the graphs; 2.1 - 2.4 together with table 4.1 above determine the following interpretations;

- a) The number of subsidised vehicles per month is dwindling, owing to challenges faced by operators.
- b) The number of subsidised routes is also fluctuating as most routes are under the control of either the South African National Road Agency Limited (SANRAL) or the NC provincial Roads and Public Works Department and these routes are not manned.

- c) It is, therefore, difficult to make determinations on reconstructing and rehabilitating all subsidised routes as this prerogative falls under other institutions.
- d) The number of passengers subsidised per month is almost constant, as operators augment their damaged vehicles with substituted means of transport (although not formally communicated with the Transport Directorate).

6.2. PRIMARY DATA

6.2.1.OPERATORS' RESPONSES

- a) Operators do not benefit per se from the way the PTOGs contracts are arranged.
- b) The PTOGs do not necessarily benefit companies as there are some technical challenges related to the grant.
- c) Grants offered to companies do not consider other expenses such as remunerations and maintenance as indicated by operators.
- d) The PTOGs contracts do not involve institutions such as SEFA, SABOA, SANSBOC and other related organisations in determining the design of PTOGs contracts.

6.2.2. DRIVERS' RESPONSES

- a) Most companies do not conduct meetings with drivers to discuss issues related to PTOGs.
- b) Companies do not highlight how PTOGs benefit drivers either directly or indirectly, as drivers feel betrayed for not knowing anything about PTOGs, especially as this is a state grant.
- c) Most companies do not expose drivers to training in aspects such as for example; customer care, etiquette, driving skills, marketing, etc. as means of empowerment to benefit both the drivers themselves and passengers (hence frictions that often occur between drivers and passengers).

6.2.3. PASSENGERS' RESPONSE

- a) Companies do not to hold sessions with the public in highlighting their operations including grants and price increases.
- b) There is no interaction between passengers and drivers to discuss issues related to daily transport operations (this can be possible as most of these areas are not vast like cities).

c) Some companies do not have inspectors and monitors to monitor the subsidised transport, as means of bridging the gap between the public and companies, and to also provide the department of transport with valid information on monthly PTOGs.

7. RECOMMENDATIONS

- a) There is a need to revisit the PTOG contracts with operators such that the grants may benefit companies and the public both indirectly and directly. In other words, there is a need to consider drawing a contract that directly subsidises the company, rather than subsidising a specific number of vehicles within a company, as subsidised vehicles determine the tariffs for other unsubsidized vehicles which have a negative impact on companies.
- b) Grants offered to companies should also be designed to consider other expenses of companies such as remunerations and maintenance as indicated by operators
- c) There is a need to involve institutions such as SEFA, SABOA, SANSBOC and other related organisations in determining the PTOG contracts with companies.
- d) There is a need for companies to conduct meetings with drivers to discuss issues related to PTOG and related matters.
- e) Companies are advised to highlight how PTOG benefits drivers either directly or indirectly, as drivers feel betrayed for not knowing anything about PTOGs, especially as this is a state grant.
- f) There is a need to expose drivers to training in aspects such as for example; customer care, etiquette, driving skills, marketing, etc. as means of empowerment to benefit both the drivers themselves and passengers. This will minimise frictions between drivers and passengers.
- g) Companies have a need to hold sessions with the public in highlighting their operations, including price increases. Companies should be opened to the public on these issues.
- h) Passengers' attitudes towards drivers may be established through constant interrelationships that may be guided by sessions, meetings, and any form of gatherings that may include ward meetings. These may establish a sound rapport between passengers and drivers, and ultimately benefit companies.

i) The introduction of inspectors and monitors to those companies that do not have, can be of benefit to both the companies and passengers. Inspectors may serve as a bridge between the companies and passengers in monitoring the subsidised transport activities. This may also benefit the provincial government.

8. SUMMARY

The Constitution of South Africa prescribes guidance to implementing Acts on service delivery processes to the public. One of these Acts is the National Land Transport Act of 2009. The Act prescribes the issuing of provincial transport grants to public transport, as means of subsidising the public. The provincial transport operational grants are provided by provincial departments of transports as prescribed by the NLTA. These determinations are, however, not left unmonitored or evaluated, as they this is a requirement prescribed by provincial and national treasury regulations. It is against that background that this report was prepared, as means of determining alignment to the departmental strategic plan, and to also determine whether the provincial transport grants do really benefit the public and fulfil the purposes they are designed for. The challenges and recommendations of this report serve as a mirror to all who are affected, to realign and review all strategies, policies, contracts and determining frameworks towards the realisation of fulfilling all legislative mandates. This report culminates with appendices that reflect various ways through which some of the subsidised companies strive to monitor and align their subsidised operations with government prescriptions on public transport operations grant.

Recommended by the Head of Departments:

Mr. MP Dichaba

Head of Department

Department of Transport, Safety and Liaison

03/10/201)

Approved for submission by the Member of the Executive Council to the Department of Planning, Monitoring and Evaluation for quality assessment:

Ms PJ Williams

11-10-2017

Date

Member of the Executive Council

Department of Transport, Safety and Liaison

REFERENCES

The Republic of South Africa. 1996. Constitution of South Africa. Government Printing. Pretoria.

The Republic of South Africa. 2009. National Land Transport Act. Government Printing. Pretoria.

APPENDICES

The appendices highlight means of Megabus Company in striving to monitor and control subsidised vehicles as means of meeting the provincial department of transport contractual requirements. The below pages reflect monitoring systems and the tracker system. The tracker system is due to be changed with prospects of installing a new advanced system.

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DEPARTMENT OF TRANSPORT, SAFETY AND LIAISON

Data collecting questions for Provincial Transport Operating Grants (PTOGs)

This is an evaluation process of Provincial Transport Operating Grants (PTOGs) from the Northern Cape Provincial Department of Transport, Safety and Liaison. All participants are requested to furnish authentic information that will assist the department in improving public transport services. All participants are assured of confidentiality and no names of participants or contact details are required in this regard to ensure confidentiality. Participants are acknowledged by the Head of Department of Transport, Safety and Liaison in advance for their willingness to participate.

Date		***************************************		
Area (Route)				
Bus Company				
District				
Local Municipality	1222	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	***************************************	
Official's Signature		••••	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	

SECTION A: OPERATORS RESPONSES

1)	How	would	you	rate	the	service	provided	by	the	department	of	transport	on	your
	subsid	dies on	a sca	le of	A – [), (A) Ve	ry bad and	l (D) Ver	y good.				

A. Very bad	B. Bad	C. Good	D. Very good

- 2) On average, how many passengers do you transport per day, week or month?
- 3) How many subsidised vehicles do you operate on this route?
- 4) Does the Departmental subsidy benefit your operations?
- 5) Do you obtain your subsidy benefits on time from the Department of Transport?

6)	Are there any suggestions you can make to the Department of Transport in relation to
	PTOGs funding? (please explain)
••	

7) Do you have monitoring systems to monitor subsidised busses, and if yes can you provide examples to that effect?

SECTION B: DRIVERS' RESPONSES

- 1) On average how many trips do you take per day?
- 2) Do you always use designated subsidised routes as prescribed or sometimes use other routes?
- 3) Are you always punctual to your bus stops or sometimes becomes delayed?
- 4) When you are sometimes delayed who might delay you? Passengers/Depot managers?
- 5) Are your passengers friendly or hostile to you?
- 6) How would you rate the government subsidy on public transport in Northern Cape from the scale of A D (A) Very bad, (D) Very good

A. Very Bad	B. bad	C. Good	D. Very good

	improving subsidise	ed transport grants	s?	
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SE	CTION C: PASSENGE	RS' RESPONSES		
1)	On average, how m	any times do you i	use this public transport	?
2)	Do you use this pub	lic transport to go	to work or for personal	issues?
3)	How long does it ta	ke you to wait for	the bus on the bus stop?	•
4)	Are you satisfied wi	th the tariffs you p	pay for the bus transport	? Yes/No
5)	Are you satisfied by	drivers operating	busses on this route? (e	xplain)

6)	How would you rat	e the Department	of Transport Subsidy to	public transport from the
	scale of A – D, (A) V	ery bad, (D) Very g	good.	
	A. Very bad	B. Bad	C. Good	D. Very good
		I		
7)	Are there any sugg	estions you can m	ake to the Department	of Transport in relation to
	the services provide	d by Bus Compani	es or public transport in	this area?
				9

SECTION D: ENFORCEMENT AGENCIES' RESPONSES

Do you conduct vehicle inspection to busses operating on this route(s)? Yes/No
 How many times per (week/month/year) do you conduct inspection of busses travelling on this route?
 Have you ever discontinued any bus operating on this route because of failing roadworthy tests or related offences? Yes/No
 How many busses have you pulled out because of failing roadworthy tests or related offences?
 If the answer to 3 above is yes, which offences warranted the discontinuation of the bus or busses?
 Do you get cooperation from bus operators during your inspection processes? Yes/No
 Are there any suggestions you can make to the Department of Transport in relation to conducting inspections of busses on this route?

2017 PTOGs Data Collectors



Pixley Ka Seme Data Collectors after training (Renosterberg municipality)



Namaqualand Data Collectors after training (Namakhoi municipality)



JTG District after training (Gasegonyana municipality)



Frances Baard Data Collectors during training (Sol Plantje Municipality)



Frances Baard Data Collectors during training (Phokwana Municipality)