LOCAL INTEGRATED TRANSPORT PLAN

MARULENG LOCAL MUNICIPALITY

2025-2030

LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
TRANSPORT AND COMMUNITY SAFETY



PREPARED FOR:	ADDRESS:
MARULENG LOCAL MUNICIPALITY	64 SPRINGBOK STREET HOEDSPRUIT

Appendix B-1

Operating Licence Plan (OLP)



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List of Abbreviations

Abbreviation	Description
AM	Ante Meridiem, meaning is "before noon"
CA	Controlling Authority
MDM	Mopani District Municipality
IPTN	Integrated Public Transport Network
LDPT	Long-distance Public Transport
LDTCS	Limpopo Province Department of Transport and Community Safety
LPRE	Limpopo Provincial Regulatory Entity
LPTC	Limpopo Provincial Taxi Council
MLM	Maruleng Local Municipality
MSA	Municipal Structures Act
MTS	Metered Taxi Strategy
NLTA	National Land Transport Act 2009, (Act No. 5 of 2009)
NLTA (Amended)	Amended National Land Transport Act 2009, (Act No. 23 of 2023)
NLTR	National Land Transport Regulator
NPTR	National Public Transport Regulator
OLAS	Operating Licences Administration System
OLF	Operating Licence Functions
OLP	Operating Licence Plan
PA	Planning Authority
PM	Post Meridiem, meaning is “after midday”
PRE	Provincial Regulatory Entity
PT	Public Transport
PTP	Public Transport Plan
RE	Regulatory Entity
SANTACO	South African National Taxi Council
SAPS	South African Police Service
TA	Taxi Association
TI	Taxi Industry
TR	Transport Register

1. INTRODUCTION

An operating licence is defined as a licence required in terms of Section 50 of the National Land Transport Act (NLTA, Act 5 of 2009), granted and issued in accordance with such act.

Types of applications requiring Operating Licences (OLs) include:

a) New applications.
b) Amendments.
c) Cancellation.
d) Transfers.

The Operating Licence Plan (OLP) guides the awarding of OLs for contracted and non-contracted services.

a) Non-contracted services include the following services:

   i) Learner Services.
   ii) Staff Services.
   iii) Long-distance Services.
   iv) Metered Taxis.
   v) Charter Services.
   vi) Tourist Services.

b) Contracted services include the following:

   i) Special Events and Major Special Events.
   ii) Tuk-tuks.

2. OPERATING LICENCES

Chapter 2 contains the following:

a) Granting of OLs.
b) Ring-fencing of TA Members and OLs.
c) Undersupply of OLs.
d) Oversupply of OLs.
e) Issuing OLs on Groups/Network of Routes.

2.1 Granting of Operating Licences

In terms of the requirements of the NLTA, under Section 55, the municipality as the Planning Authority (PA) must be notified by the relevant Provincial Regulatory Entity (PRE) and the National Public Transport Regulator (NPTR) to submit comments on the granting, renewal, amendment or transfer of OLs affecting its area of jurisdiction.

Maruleng Local Municipality (MLM) considers the support and the refusal to support operating licence (OL) applications, in line with its approved 2025 MLM Local Integrated Transport Plan (LITP) that includes the Operating Licence Plan (OLP). As an outcome, Limpopo Province Regulatory Entity (LPRE) is bounded to comply with the MLM's refusal of an application in their dispensing of OLs. This approach applies to both contracted and non-contracted services applications. The granting of operating licences in the main directly impacts public transport routes and groups or networks of routes.

The LPRE facilitated the following process to attend to backlogs for the issuing of OLs:

a) Introduction

The granting of OLs begins with Enquiry Teams tasked with enabling the Planning Authority to direct the adjudication of applications. This process includes the following:

i) Enquiry Teams should confirm the Transport Register (TR).
ii) The local transport forum should prioritise routes that may need additional public transport.
iii) Enquiry Teams must report to Transport Forums.
iv) Transport Forums must subsequently recommend to the Municipal Council.
v) The Municipal Council will then consider the recommendations which, if adopted, will adopt a resolution that will form part of the ITP and Maruleng OLS.

b) Technical Considerations

Firstly, Transport Register (TR):

i) Taxi Associations, origins and destinations.
ii) Bus companies – scheduled/unscheduled, subsidised/not subsidised.
iii) Active Members.
iv) Members with permits/OLs.
v) Members without permits/OLs.
vi) Vehicles.
vii) Vehicles with permits/OLs.
viii) Vehicles without permits/OLs.
ix) Public Transport Facilities/Taxi Ranks and holding areas – status formal/informal.

Secondly, prioritised routes, corridors and ranking facilities by Transport Forums:

i) Develop new public transport routes in line with Operating Licence Strategy (OLS).
ii) Conduct public transport demand study to determine requirements for public transport, route network and facilities, and effectiveness and efficiency of the current system/service.
iii) Public transport travel demand strategy should include scholar transport.

Thirdly, Stakeholder Engagement:

i) SANTACO.
ii) NTA.
iii) Scholar Transport.
iv) Bus Companies.
v) Schools.
vi) Commuter Forums.

Other Technical Considerations:

i) Household travel surveys.
ii) Public transport services.
iii) Scholar transport, educational facilities.
iv) Contract OLS.
v) Illegal operations and law enforcement.

The Municipal Enquiry Teams will assist MLM to validate Public Transport Travel Demand, necessary for processing applications for OLS.

c) Municipal Enquiry Teams consist of the following:

i) A Chairperson who will co-chair with the Chairperson of the Mopani District Enquiry Team.
ii) A representative of the Mopani District Municipality.
iii) A representative of the Mopani District of the Department of Transport and Community Safety.
iv) Seven additional officials from MLM.

d) District Enquiry Teams will consist of the following:

i) Mopani District LPDCS, Director as Chairperson.
ii) Deputy Director LPDCS, Transport Operations.
iii) Assistant Director LPDCS, Transport Operations.
iv) One member from Transport Regulations, (preferably Public Transport Unit).
v) One representative from the Mopani District Municipality.

The conditions for the evaluation of operating licences are expounded upon in detail in Section 5 of the OLP.

2.2 Undersupply of Operating Licences

With respect to undersupply, the MLM responds by supporting the supply of more OLs where evidence through surveys and data collection on the transport network indicates a positive trend favouring public transport usage.

2.3 Oversupply of Operating Licences

Concerning the oversupply of OLs, a key principle in guiding the supply is that MLM does not support applications for operating licences which will result in the overtrading of routes. In some cases, the oversupply has been exacerbated by dormant licences which included the conversion of radius to route permits and the current use of charter services operating licences for minibus taxi services.

2.4 Granting of Operating Licences

The following conditions are applicable when issuing OLs for groups/networks of routes:

a) Operators having to rotate between routes to enhance equity.
b) Flexibility in case of vehicle breakdowns to augment customers' services.
c) Setting out the maximum vehicle requirements with respect to each route group.
d) Constructive engagement with the relevant stakeholders to achieve agreement.
e) Continuous rotational operation for 180 days on all routes that form part of the network.
f) Vehicle tracking to ensure that all authorities on OLs are operated on by operators with the authority to do so. Vehicles not operated will be removed from the OLs.
g) Renewal would be dependent on the demand for such a service.

2.5 Challenges in issuing new Operating Licences

The following have been identified as bottlenecks in the issuance of new OLs by the LPRE:

a) Background

i) The impact of decades of non-issuance of new operating licences for mini-bus taxis.
ii) This period was characterised by non-processing of applications for new operating licences and slowness in dealing with route amendments and applications for new routes.
iii) Failure to adequately respond to developmental needs and lack of a coordinated approach, non-responsive Planning Authorities.
iv) Continued recruitment of new members into taxi associations, ballooning the number of illegal operators.
v) In some cases, groupings demand for registration as new taxi associations, hoping to use the status to demand new OLs.
vi) Enactment of the National Land Transport Act, 05 of 2009 and its attendant regulations.
vii) Municipalities as Planning Authorities at the centre of processing applications for OLs.
viii) All regulatory entities (PREs) are bound to seek comments and directions from Planning Authorities (NLTA, Section 55).
ix) Although the Act provides in Section 55(6) that in cases where Planning Authorities fail to respond within the prescribed period, PRE may dispose of the applications, PREs couldn't exercise the provision recklessly without regard of possible over supply on the ground.
x) Equally the absence of reliable up to date LITPs and DITPs could be the reason for delays in commenting by Planning Authorities.
xi) This period, unintentionally led to an increase on the number of illegal operations.

b) Solutions

Limpopo Department of Transport and Community Safety has engaged in a coordinated response to these challenges and implemented the following:

i) Planning Authorities to be assisted to collect and have reliable data.
ii) Taxi Industry buy in.
iii) Cut off was 31 March 2024 for recruitment of new members.
iv) Lobbied OTP and COGHSTA, ensuring that IDP's have Sectoral Plans (ITP).
v) Assistance in establishing and resuscitation of Transport Forums.
vi) Enquiries and Investigations on the ground guided by priorities adopted by Transport Forums.
vii) Joint Briefing of Taxi Industry (SANTACO and NTA) completed in May 2024.

viii) Establishment of Project Steering Committee, Chaired by Chief Director: Transport Operations, PRE-Support, Transport Planning, SALGA, Taxi Industry.
ix) MEC met Transport Councillors and MMC's for Transport in July 2024.
x) Establishment of Enquiry Teams, Chaired by Director PRE-Support Services – District Streams, mainly LDTCS officials from Head Office and District Offices and Representatives from all Municipalities.
xi) Further consultation of the plan took place with Municipalities.
xii) Municipal Enquiry Teams were scheduled to be finalised.
xiii) Enquiry and investigations.
xiv) Presentation of reports and adoption by MLM.
xv) MLM advertising.
xvi) Applications and processing by PRE, scheduled to take place by May 2025.

3. ACCESS TO PUBLIC TRANSPORT FACILITIES

The role of Public Transport (PT) facilities in the issuing of OLs bears on the availability of space for legal operators to load and offload passengers. In turn, the number of OLs issued is informed by the present and future design and upgrading of facilities based on future potential demand. One of the key conditions for the support and rejection of applications for OLs is the availability of currently operating space at interchanges to set down and load passengers.

MLM shall issue proof of rank space availability which informs the support or rejection of applications for OLs. Interchange points cater for both scheduled and unscheduled services where passengers must also interchange safely and relatively easily between various modes.

Table 3.1 provides a summary of Public Transport Facilities in MLM.

TABLE 3.1: SUMMARY OF PUBLIC TRANSPORT FACILITIES IN MLM

Public Transport	Formal	Informal	Total
Bus	0	1	1
\Taxi	4	12	16
Airports	3	0	3
Railway	3	0	3
Total	**10**	**13**	**23**

In many locations, facilities for one mode are located adjacent to facilities for another mode. This allows passengers to interchange relatively easily between modes.

There are facilities from which long-distance road-based services operate.

Metered taxi ranks should be provided by MLM, other governmental institutions and private organisations.

The capacity of the routes, as determined by route utilisation in the Transport Register (TR) will also be considered, when considering OL applications.

3.1 The Issuing of Proof of Rank Letter by MLM

The issuing of rank tokens and rank letters on city-owned facilities shall be regulated by the MLM Traffic By-law.

Letters are required by the LPRE after an application has been granted and failure by the applicant to submit this document will lead to the lapsing of the approval. An applicant cannot uplift his/her operating licence unless he/she obtains a proof of rank letter from MLM. Operators are normally given 60 days to submit this document, although they can apply for an extension of the period.

Section 57 (1) of the NLTA and Amended NLTA stipulates:

"Where any application is made to the NPTR or PRE for the granting, renewal, amendment or transfer of an operating licence in respect of a non-contracted service other than a tourist transport service, the PRE may grant or refuse the application after having considered," and in the case of proof of rank letters:

a) The availability of ranks or terminals or other facilities, based on the recommendations of the relevantplanning authority or other information at its disposal.
b) Whether the vehicle or type of vehicle by means of which the service is to be operated is suitable for that purpose.

4. OPERATING LICENCES FOR NON-REGULAR MODES OF TRANSPORT

This section guides the principles applicable for the support of OLs for non-regular modes of road-based public transport. These modes include:

a) Metered Taxis.
b) Pedicabs.
c) Long-distance Public Transport.
d) Tuk-tuks.

4.1 Metered Taxis

MLM does not have a Metered Taxi Strategy (MTS). It is recommended that metered taxis' OLs are divided into three categories as part of the development of MLM Metered Taxi Strategy, namely:

a) E-hailing OLs.
b) Base Ols.
c) Rank OLs.

The following are important based on TR:

a) No metered Taxi operations are currently relevant in MLM.
b) Metered taxis should operate 24-hours a day.
c) No OLs have been issued to date.
d) No metered taxi facilities are provided.

No information could be obtained concerning the statistics related to e-hailing.

Specific guidelines must be developed pertaining to metered taxi OLs as part of the development of the MTS. The last-mentioned will also determine the demand.

4.2 Pedicabs

Pedicabs are regarded as a non-motorised cycle mode of transport, although battery assisted. This mode would require OLs to operate public transport services.

To date, no operating licences for pedicab public transport purposes have been supported by the MLM. The pedicab mode is not clearly defined by legislation yet, and therefor cannot be viewed in line with normal public transport vehicles.

4.3 Long-distance Public Transport (LDPT)

This road-based service is currently mainly provided by bus, midi-bus and minibus modes. The cumulative operating licences for these three modes need to be confirmed.

Specific guidelines for recommendations pertaining to long-distance public transport service OLs are as follows:

a) An intermodal facility that incorporates all long-distance modes of transport needs to be developed for MLM.
b) Dedicated long-distance services that take place from a business address shall be subject to a business plan substantiating the demand for such a service where the land use can accommodate such activity.
c) In addition to the transport operation conditions allowed by an OL, the appropriate passenger facilities and considerations must be established whether in transit or at pick-up/drop-off facilities and waiting areas.
d) Supporting the appropriate licencing mechanism to avoid overtrading of other routes given that long-distance services have peak and slump periods.

4.4 Tuk-tuks

Section 1 of NLTA of 2009 defines a Tuk-tuk as “a three-wheeled motor vehicle designed or modified solely or principally for conveying not more than three seated persons, including the driver.”

MLM should explore the possibility of Tuk-tuk services and define the areas where the service will be sustainable and in collaboration with the taxi industry as part of the development of the MTS.

Specific guidelines for recommendations pertaining to Tuk-tuks:

a) Tuk-tuks to operate as a short-distance mode.
b) The service should be limited to one area or neighbourhood only, with a dedicated route description, not longer than 3 km and must be incorporated into the MDM Integrated Public Transport Network (IPTN).
c) Maximum speed of 30 km/hour.
d) Children under the age of 13 years must be accompanied by an adult when travelling on a Tuk-tuk.
e) No Tuk-tuk OL can be converted to another mode of transport if the business case does not prove viable.
f) Vehicles will be subject to regular inspection.
g) A maximum of three persons (including the driver) to be conveyed at any one time.
h) Tuk-tuks may use normal road facilities for parking, safe stopping and/or loading areas in terms of the Road Traffic Act.

i) The OL shall be immediately withdrawn in the following cases:

i) Overloading.
ii) Operations on illegal routes.
iii) Vehicle standards did not adhere to.
iv) When the service is not in operation for a six (6) month or 180-day period.

5. CONDITIONS FOR EVALUATION OF OPERATING LICENCES

This section gives an outline of the conditions for the evaluation and assessment of OLs applications and includes route descriptions, duration, etc. This considers the undersupply and oversupply of services on routes, proposed plans to reduce oversupply and the relationship of public transport facilities.

The conditions consist of general conditions applicable to all transactions as well as conditions specific to public modes of transport and the affected applicants. These modes include minibus taxis, private bus, learner, staff, long-distance public transport, metered taxis, charter, tourist, special events and major special events, courtesy and Tuk-tuk services.

A key principle guiding the granting of transport operating licences to service providers by Regulating Entities (RE) is not to grant operating licences when the city does not support an application. This is based on the NLTA and Amended NLTA Section 55 (that relates to Transport Plans), Section 56 (that relates to contracted services) and Section 57 (non-contracted service).

The remainder of Chapter 5 will elaborate on the following:

a) Conditions for non-contracted services.
b) Charter services.
c) Scholar transport.
d) Staff services.
e) Long-distance Public Transport Services.
f) Metered taxis.
g) Tourist services.
h) Special events and major special events.
i) Courtesy services.
j) Tuk-tuks.
k) Exemptions.

5.1 Conditions for Non-contracted Services

To grant, renew, amend or transfer an operating licence for a non-contracted service, the following conditions apply:

a) The service must be encapsulated in the municipality's LITP. (NLTA and Amended NLTA Section 57 (1) (a)).
b) The vehicle to provide the service must be suitable for that purpose (NLTA and Amended NLTA Section 57 (1) (b)).
c) Official facilities, terminals, ranks or interchanges for boarding or alighting and for holding or parking vehicles engaged in the operation of that service must be available (NLTA and Amended NLTA Section 57 (1) (c)).

d) Compliance with the city's by-laws and any regulations, prohibitions, limitations or restrictions (NLTA and Amended NLTA Section 57 (1) (d)).
e) That the applicant has no previous convictions of any offences as prescribed in the NLTA and Amended NLTA Section 57 (1) (e), the National Land Transport Regulations (NLTR) Regulation (18). Limpopo Province does not have any regulations for Operating Licences currently:

i) The municipality considers that the applicant can operate the service in a manner satisfactory to the public (NLTA and Amended NLTA Section 57 (1) (f)).
ii) In terms of Section 55 (1) of the NLTA, the Planning Authority directs the RE with respect to the issuing of OLs and that the RE may not grant an OL that is contrary to the LITP.
iii) The transfer of any OL will only be supported by the city if converted to a definite OL (Section 58 (2) of the NLTA).
iv) Operating licences will not be allowed to be ceded, alienated or hired out (Section 77 of the NLTA).
v) Proof of operation within 180 days period, must be confirmed with a letter unless safe-keeping provisions are arranged.
vi) Transfers must be supported by an affected Taxi Association (TA).
vii) Detailed route descriptions must be submitted.
viii) With transfers in the case of death, the Master of High Court must confirm the distribution of assets.
ix) Renewals will be considered in terms of Regulation 25 of the NLTR.
x) Conversions will be considered in terms of Regulation 14 of the NLTR.
xi) Amendments consisting of the replacement of vehicles and the application for additional authority will be considered in terms of Section 64 and 77 of the NLTA and Amended NLTA.
xii) With respect to routes, should inter-association agreements on the same routes be breached, then authorities will summarily be cancelled in terms of Section 79 of the NLTA and Amended NLTA.
xiii) Applications on routes that will lead to destructive competition will be rejected.
xiv) The applications for all new operating licences are subject to Section 54 of the NLTA and Amended NLTA.
xv) The OL must explicitly stipulate the official ranks/facilities/interchanges/spaces where loading/ranking can takeplace and facilities where passengers will be set down.
xvi) The service must be provided on all the routes authorised by the OL.
xvii) The authorised vehicle must be operated in accordance with any management procedures and/or regulations and/or by-laws to be developed by MLM.
xviii) Rank tokens will be suspended in the event of non-compliance to the management procedures and/or regulations and/or by-laws to be developed by MLM.
xix) The operator must sign an Operations Agreement with MLM for the use of its facilities, before uplifting an OL.

The subsequent sections elaborate on two scenarios for the determination of the required number of Operating Licences per Taxi Association Operating in MLM:

a) With well-defined routes/s with dedicated A and B Points respectively.
b) Based on a group of A and B Points where operators operate on a rotational basis, and the distance for a specific route/s may varies depending on the time of the day and week.

4.1.1 Determination of the required number of Operating Licences per Taxi Association with well-defined route/s with dedicated A and B Points

The following criteria are relevant to evaluate the need for issuing of OLs in terms of route capacity:

The following formulas should be used when calculating the number of operating licences required for the respective AM and PM peak periods per route for 15, 18 and 35-seater vehicles in line with results of route utilisation surveys conducted for TR or route utilisation conducted on an ad hoc basis for a specific application:

Firstly, calculate the estimated number of return trips that could be made per taxi per peak period:

$$= \frac{\text{Assumed duration of the relevant peak period}}{\text{Estimated time required per taxi vehicle to complete one inbound and outbound trip (return trip), including waiting times at rank or loading points}}$$

Secondly, calculate the required number of OLs per route per TA for the relevant peak period:

$$= \frac{\text{Total number of passengers per peak period}}{(\text{Number of estimated trips per taxi per peak period} * \text{Average passenger capacity per vehicle})} \text{ x Adjustment Factor}$$

THEN

If the *"calculated required number of OLs per route or per TA for the relevant peak period"* is more than the *"number of active OLs registered per TA for the route based on OLAS information"* then additional/new OLs can be recommended.

The following further assumptions are relevant to perform the calculations:

a) The adjustment factors can be applied to accommodate the following:

Item	Min	Max	Description
1.	1.10	1.15	12-hour to 24-hours.
2.	1.05	1.10	Survey accuracy.
3.	1.05	1.10	Local / internal operations.
4.	1.20	1.25	Passengers that are loaded along the route and not at the taxi rank.
5.	1.10	1.15	Increased vehicle trips during weekend.
6.	1.10	1.20	Increased vehicle trips during for month ends, SASSA payment days and festive seasons.
Total	**1.40**	**1.95**	

b) The shorter the peak period, the higher number of Taxi Operating Licences will be required.

A peak period of three (3) hours is recommended to be assumed.

c) An average operating speed for minibus-taxis:

i) To allow for the possibility that operating speeds may differ on the various routes, the following operating speeds were assumed:

- ✓ Short-distance routes (< 5 km) = 50 km/h
- ✓ Medium-distance routes (> 5 km <30 km) = 60 km/h
- ✓ Long-distance routes (> 30 km) = 90 km/h.

d) To allow for the time that taxis wait at the rank before loading, the following times are assumed:

i) Short-distance routes (< 30 km) = 15 minutes
ii) Long-distance routes (> 30 km) = 30 minutes.

The following factors can also be considered as part of the analysis of corridors and routes for the purpose of formulating recommendations on the disposal of applications for OLs:

a) Capacity utilisation per route.
b) Trips per vehicle during a peak period, in comparison with the potential number of trips that could be operated.
c) Passengers' waiting times.
d) Capacity utilisation at origin rank.
e) Capacity utilisation at destination rank.
f) Parallel and/or preferred modes.

g) The IPTN phases to be rolled out.

4.1.2 Determination of the required number of Operating Licences per Taxi Association based on a group of A and B Points where operators operate on a rotational basis, and the distance for a specific route may varies depending on the time of the day and week.

The following criteria are relevant to evaluate the need for issuing of OLs in terms of potential income for all operations of the relevant Taxi Association versus operation cost per taxi business (1 vehicle and Operating Licence):

The calculation for this scenario is based on estimated Monthly Income by the relevant Taxi Association versus the expected income per month per Vehicle with an Operating Licence. The scenario is relevant for both Letaba Taxi and The Oaks Taxi Associations.

Firstly, calculate the estimated monthly income for the relevant Taxi Association:

The following steps are relevant:

a) Conduct 12-Hour surveys route utilisation and waiting time surveys for the mid-week mid-month.
b) Determine the total income for the 12-hour period.
c) Convert the daily income to monthly income by multiplying the number of operational days per taxi with the daily income.
d) Apply correction factors to obtain 24-hour monthly and yearly income. The following correction factors are relevant:

    i) 12-hour to 24-hours.
    ii) Survey accuracy.
    iii) Local internal operations.
    iv) Passengers that are loaded along the route and not at the taxi rank.
    v) Increased Vehicle trips during weekend.
    vi) Increased Vehicle trips during for month ends, SASSA payment days and festive seasons.

e) **Table 5.1** contains the calculated estimated monthly income for the Letaba Taxi Association.
f) **Table 5.2** contains the calculated estimated monthly income for The Oaks Taxi Association.

TABLE 5.1: CALCULATED ESTIMATED MONTHLY INCOME FOR THE LETABA TAXI ASSOCIATION						
Summary of Survey						
Count of Taxi Registration	**Average of Wait Time Queue**	**Average of Wait Time in Taxi**	**Average of Total Wait Time**	**Passengers on Departed**	**Sum of Capacity**	**Income**
328	00:04	00:12	00:16	3157	4878	R82,100
Detailed Calculations						
Assumed number of operational days per month.					24	
Calculated income per month for 12-hour period (from 06:00 to 18:00) without any adjustment factor.						**R1,970,400**
Apply correction in percentage to obtain 24-hour monthly and yearly income:						
12-hour to 24-hours.					15%	
Survey accuracy.					10%	
Local / internal operations.					10%	
Passengers that are loaded along the route and not at the taxi rank.					25%	
Increased vehicle trips during weekend.					15%	
Increased vehicle trips during for month ends, SASSA payment days and festive seasons.					20%	
Combined correction in percentage.					**95%**	
Adjustment factor for potential increase in income.					**1.95**	
Calculated income per month for the full operations.					-	**R 3,842,280**
Calculated income per month per taxi vehicle based on number of vehicles:						
As part of Taxi Association Records.					69	**R 55,685**
As part of LPRE Records.					62	**R 61,972**
As Part of Surveyed Records.					170	**R 22,602**

TABLE 5.2: CALCULATED ESTIMATED MONTHLY INCOME FOR THE OAKS TAXI ASSOCIATION						
Summary of Survey						
Count of Taxi Registration	**Average of Wait Time Queue**	**Average of Wait Time in Taxi**	**Average of Total Wait Time**	**Passengers on Departed**	**Sum of Capacity**	**Income**
120	**00:13**	**00:47**	**01:01**	**760**	**1978**	**R39,065.00**
Detailed Calculations						
Assumed number of operational days per month.					24	
Calculated income per month for 12-hour period (from 06:00 to 18:00) without any adjustment factor.						R 937,560
Apply correction in percentage to obtain 24-hour monthly and yearly income:						
12-hour to 24-hours.					15%	
Survey accuracy.					10%	
Local / internal operations.					10%	
Passengers that are loaded along the route and not at the taxi rank.					25%	
Increased vehicle trips during weekend.					15%	
Increased vehicle trips during for month ends, SASSA payment days and festive seasons.					20%	
Combined correction in percentage.					**95%**	
Adjustment factor for potential increase in income.					1.95	
Calculated income per month for the full operations.					-	R 1,828,242
Calculated income per month per taxi vehicle based on number of vehicles:						
As part of Taxi Association Records.					101	R 18,101
As part of LPRE Records.					38	R 48,112
As Part of Surveyed Records.					62	R 29,488

Secondly, develop total monthly cost alternatives that is relevant for the area where the Taxi Association is located.

The following are relevant:

a) **Table 5.1** contains the typical relevant items to determine the total monthly costs.

TABLE 5.1: MONTHLY VEHICLE COSTS	
Item Number	**Description of Item**
1.	**1. Variable Costs**
1.1	Maintenance
1.2	Tyres
1.3	Fuel
1.4	Contingencies
2	**Fixed Costs**
2.1	Monthly instalment for vehicle
2.2	Insurance for Vehicle and Passengers
2.3	Satellite Tracking
2.4	Driver
2.5	UIF
2.6	Ranking
2.7	Licence
2.8	Cleaning of Vehicle
2.9	Premises Rental
2.10	Accountant/Bookkeeper
2.11	Cell/Tel
2.12	Overheads
2.13	Bank Charges
3.	**Profit**

b) Workshopped alternatives with the relevant Taxi Associations member to test relevant values.
c) **Table 5.3** contains the recommended number of Operating Licences relevant to Letaba Taxi Association.
d) **Table 5.4** contains the recommended number of Operating Licences relevant to The Oaks Taxi Association.

TABLE 5.3: LETABA TAXI ASSOCIATION RECOMMENDED NUMBER OF OPERATING LICENCES			
Description	**Scenarios**		
	Low	**Medium**	**High**
Calculated income per month for the full operations.	R 3,842,280		
Cost for 15-Seater, including Profit / Potential Income per Vehicle with OL.	R25,000	R30,000	R35,000
Number of vehicles with OLs required based in TA monthly Income	154	128	110
As part of LPRE Records.	62		
Number of additional Operating Licences to be issued.	**92**	**66**	**48**

TABLE 5.4: THE OAKS TAXI ASSOCIATION RECOMMENDED NUMBER OF OPERATING LICENCES			
Description	**Scenarios**		
	Low	**Medium**	**High**
Calculated income per month for the full operations.	R 1,828,242		
Cost for 15-Seater, including Profit / Potential Income per Vehicle with OL	R25,000	R30,000	R35,000
Number of vehicles with OLs required based in TA monthly Income	73	61	52
As part of LPRE Records.	38		
Number of additional Operating Licences to be issued	**35**	**23**	**14**

5.2 Chartered Services

Section 67 of the NLTA and Amended NLTA provides for the conditions of Charter Services.

5.3 Scholar Transport

Section 72 of the NLTA and Regulation 42 of the NLTA provides for the conditions of this type of service.

5.4 Staff Services

Section 68 of the NLTA and Amended NLTA regulates Staff services.

5.5 Long-distance Public Transport Services

Section 65 of the NLTA provides for the conditions of Long-distance Transport Services.

5.6 Metered Taxis

Section 66 of the NLTA and Amended NLTA provides for the conditions of Long-distance Transport Services.

5.7 Tourist Services

Sections 80, 81, 82, 83 and 84 of the NLTA and Amended NLTA provide conditions of Tourist Transport Services and are mainly dealt with by the NPTR.

5.8 Special Events and Major Special Events

Sections 60 and 61 of the NLTA and Amended NLTA and Regulation 20 of the National Land Transport Regulations (NLTR) deal with issues surrounding the application and granting of temporary licences for special and major special events.

5.9 Courtesy Services

Section 53 (1)(a) of the NLTA exempts courtesy services from needing an OL if the operator operates fewer than the prescribed number of and types of vehicles. NLTR, Regulation 29 prescribes that a maximum of two motor cars can be exempt from applying for OLs. However, if minibuses, midi-buses and buses are used they will need to be in possession of licences, the application which must be done through the relevant RE.

5.10 Tuk-tuks

Section 70 of the NLTA provides for Tuk-tuk services in addition to a set of conditions that was published.

5.11 Exemptions

Exemptions from the requirement of operating licences are provided for in Section 53 of the NLTA and Amended NLTA.

6. OPERATING LICENCES ADMINISTRATION SYSTEM

This section of the document outlines the critical importance of an information management system to inform the balancing of supply and demand of public transport services.

Tables A-1 and **A-2** of this **Annexure A** respectively contain the following information:

TABLE A-1: NUMBER OF VEHICLES PER MODE PER OPERATOR (INFORMATION OBTAINED FROM LPRE AND TAs).
TABLE A-2: NUMBER OF VEHICLES AND OPERATING LICENCES AS OBTAINED FROM LPRE.

The function of the Operating Licence Administrative System (OLAS) is to maintain an active record of all operating licencing data, related records of decisions and all public transport route information. A well-managed administration system would assist the balancing of the supply and demand of public transport services as a basis, as well as assisting with enforcement processes. The OLAS is a supplementary system to the OLP.

At this stage, the LPRE is responsible for the administration of the OLAS. The key objective of OLAS is to have a database that accurately and reliably reflects the details of all active OLs pertaining to the area at the time any new application is being considered. It is required that the OLAS is made available to the relevant PA so that they can have access to the information base and to make informed decisions in the evaluation andassessment of the applications.

From data processing related to the OLAS as part other Municipalities in the Limpopo Province, it is evident that the OLAS data are not 100% up to date. The typical inaccurate information related to information that should have been updated or information that is not removed from the OLAS are:

a) Replacement of vehicles (old data not removed from OLAS).
b) Transfer of OLs.
c) Renewal of OLs (old data not necessarily removed from OLAS).
d) Updated information provided by Taxi Associations (TA) not captured.
e) Lack of communication between LPRE, TAs and MLM.
f) TAs not providing updated information.
g) Information related to deceased.

An effective formal process to update the OLAS information is to:

a) Firstly, to complete a process that involves the ring-fencing of members and OLs per TA.
b) Secondly, to develop a Real-time Operational Strategy for OLAS for the Limpopo Province.
c) Thirdly, to consult and determine a way forward for members that do not comply with the requirements in terms of membership and OLs.

6.1 Ring-fencing of Members per TA

Table 6.1 contains the process to be followed between the LPRE, MLM and respective TAs that have a Point "A" of operation within MLM.

TABLE 6.1: PROCESS TO RING-FENCE MEMBERS AND OLS RELATED TO MEMBERS FOR TAS WITH A POINT "A" IN MLM

Actions	Related Tasks to Action	Responsibility
Step 1: **Verify all current taxi routes operated per TA.**	a) Obtain the latest route descriptions of relevant TA from LPRE. b) Obtain the latest route description of routes serviced by the relevant TA (TA members and TA's Executives Committee Members to approve). c) The relevant TA to meet as part of the verification of routes. d) MLM to provide information related to future planning that may affects any public transport operations in future. e) OLAS information to serve as a basis for verifying routes.	MLM/LPRE & TI
Step 2: **Confirm any taxi route/s that might be affected by the implementation of MDM-IPTN in future.**	a) Confirm network of routes served by respective affected TAs. b) Identify if routes served by relevant TAs might be affected by MDM-IPTN during any phase of implementation.	MLM/LPRE & TI
Step 3: **Verify the status of all TAs**.	a) Confirm if TA is registered at the LPRE.	MLM/LPRE & TI
Step 4: **Create OL database per TA.**	a) Identify and record all members per relevant TA. b) TAs to provide lists and details of their membership. c) LPRE to provide a list of registered members from the OLAS. d) LPRE to provide a list of expired/non-renewed OLs. e) Obtain copies of all active permits (OLs) per relevant TAs (complete network of routes). f) Identify following: i) OLs without a vehicle that is not used. ii) Uplifted OLs not used. iii) OLs not yet uplifted. iv) Operators with vehicles and no OLs. v) Identify unused and/or suitcase permits. vi) Identify any other categories that might arise. Should be agreed between parties that information will be used for the purpose of the ring-fencing and not to conduct law enforcement. g) Incorporated above.	MLM/LPRE & TI

TABLE 6.1: PROCESS TO RING-FENCE MEMBERS AND OLS RELATED TO MEMBERS FOR TAS WITH A POINT "A" IN MLM		
Actions	**Related Tasks to Action**	**Responsibility**
Step 5: **Update MLM and LPRE OLAS database.**	a) Identify potential corrections to update MLM database. b) Identify potential corrections to update the LPRE database. c) Update and correct LPRE Database where relevant. d) Relevant TA to assist MLM and LPRE in correcting their databases.	MLM/LPRE & TI
Step 6: **Inform relevant TA of need for and rationale behind OL verification process.**	a) Compile a programme through the working group for meeting with the relevant TA. b) Meet and explain process steps to unfold with all affected TA members and explain process and requirements. c) In all engagements with relevant operators, the MLM and TI must have a joint approach in going to meet members.	MLM/LPRE & TI
Step 7: **Verify OL data with LPRE OLAS.**	a) Verify and sign-off active OLs at LPRE. b) Verify and sign-off non-renewed OLs at MLM and LPRE. c) Verify and sign-off un-uplifted OLs at LPRE. d) Verify and sign-off suite case permits with LPRE. e) Data must be collected with the assistance of the Mopani District Taxi Council. (All data related to Step 4.)	MLM/LPRE & TI
Step 8: **Sign off the initial OL/ DATA lists agreed between MLM and TA**.	a) Complete correlation exercise and see if there is a relationship between the list of the TA, of the MLM and LPRE. b) Associations to sign off on the initial agreed membership list after corrections are completed.	MLM/LPRE & TI
Step 9 **Advertising to invite potentially affected operators to register with the municipality.**	a) Place advertisement and set up an internal procedure to create a database of the potential operators that might have been excluded to register with the MLM. b) Run this process in terms of PAJA requirements (to be verified by the municipal team). c) Categorise the list in terms of the TA. d) Engage executive of the relevant TA with the view to update and achieve final sign off on the list.	MLM/LPRE & TI
Step 10 **Membership ring-fencing.**	a) Membership and OL ring-fencing completed. b) No new members will be added to the signed database. c) Clear guidelines on OL and vehicle transfer to be provided as part of membership ring-fencing with specific reference to deceased members' family affairs.	MLM/LPRE & TI

6.2 Real-time Operational Strategy for OLAS in Limpopo Province

To sustain the key objective of OLAS to have a database that accurately and reliably reflects the details of all active OLs pertaining to the MLM at the time any new application is being considered, the following are required:

a) The development of a Real-time Operational Strategy for OLAS for the Limpopo Province (14 days buffer to allow for administrative processes).
b) The key role-players as part of the development of the strategy should include LPRE, district municipalities, local municipalities, taxi industry on provincial, district and local levels.
c) The Real-time Operational Strategy for OLAS for the Limpopo Province should be incorporated as part of the LPTF.

6.3 Potential Formalisation of Ring-fencing of TA Members

It will be necessary to consult with Taxi Industry Structures to determine the way forward for members who do not comply with the requirements in terms of membership and OLs. These members will be identified as part of the ring-fencing process for members with associated OLs.

It is recommended that a process should be negotiated between LPRE, Limpopo Provincial Taxi Council (LPTC) and SANTACO Mopani since the outcome of the negotiations will impact operators related to the Limpopo Province.

7. ENFORCEMENT STRATEGIES

This section of the document outlines the law enforcement strategies for ensuring compliance and enforcing the conditions on operating licences. It also includes institutional arrangements, the interrelationship with traffic law enforcement and the setting of targets and measuring performance and contains the following:

a) Institutional arrangements.
b) Interrelationship with traffic law enforcement.
c) Targets and measuring performance.

7.1 Institutional Arrangements

The current enforcement agencies comprise the following institutions, namely:

a) The South African Police Services (SAPS).
b) Limpopo Provincial Traffic.
c) MLM Traffic Department.
d) Cross Border Road Transport Agency Law Enforcers.

These four agencies should form a committee and regularly meet to discuss operational issues regarding compliance and enforcement ofconditions on the Operating Licences.

7.2 Interrelationship with Traffic Law Enforcement

The law enforcement agencies primarily involved in enforcing the requirements of both the NLTA, Amended NLTA and the National Road Traffic Act No. 93 of 1996 are the Traffic Inspectorates of both the MLM and the LDTCS, assisted where appropriate, by the South African Police Service (SAPS).

7.3 Target and Measuring Performance

Based on resource priorities, the setting of targets and measuring performance in relation to operating licence enforcement involves:

a) Reducing illegal public transport operations.
b) Addressing current overtrading of minibus taxi routes.
c) Resolving the issue of destructive competition between different services on the same routes or corridors.
d) More visible enforcement.
e) Improved enforcement of the public transport infrastructure priority measures.

8. CONCLUSION & RECOMMENDATIONS

This OLP guides the National Public Transport Regulator (NPTR) and the relevant regulating entities in the award of operating licences for contracted and non-contracted services within the jurisdictional and functional area, in concurrency with affected municipalities.

Based on the requirements of the NLTA no. 5 of 2009, Amended NLTA no. 23 of 2023 and the related NLTA Regulations, the MLM sets conditions for the granting of OLs by the NPTR and regulating entities. These conditions consist of general conditions applicable to all transactions as well as conditions specific to public transport services. These services include minibus taxis services, private bus services, learner services, staff services, long-distance public transport services, metered taxis services, charter services, tourist services, special events and major special events, courtesy services and Tuk-tuk services on which public transport services applications for OLs are transacted. When the city rejects an application, the granting authority must comply.

All data and information regarding operating licences must be reflected accurately and reliably in the OLAS to inform public transport transactions for all applications. At this stage, the LPRE is responsible for the OLAS. The data and information must be made accessible to MLM.

To enforce and ensure compliance with the conditions on the OL law enforcement strategies, including institutional arrangements, the interrelationship with traffic law enforcement, the setting of targets and measuring performance remain ongoing.

The OLP forms part of the Public Transport Plan (PTP) and the MLM 2025-2030 LITP. On approval of the LITP and in terms of Section 36 (6) of the NLTA, the Planning Authority will make its integrated transport plan available to the NPTR and the LPRE and make recommendations to them relevant to applications for new operating licences in the prescribed manner.

a) **Table 8.1** contains the recommended number of Operating Licences relevant to Letaba Taxi Association.
b) **Table 8.2** contains the recommended number of Operating Licences relevant to The Oaks Taxi Association.

TABLE 8.1: LETABA TAXI ASSOCIATION RECOMMENDED NUMBER OF OPERATING LICENCES			
Description	**Scenarios**		
	Low	**Medium**	**High**
Calculated income per month for the full operations.	R 3,842,280		
Cost for 15-Seater, including Profit / Potential Income per Vehicle with OL.	R25,000	R30,000	R35,000
Number of vehicles with OLs required based in TA monthly Income	154	128	110
As part of LPRE Records.	62		
Number of additional Operating Licences to be issued.	**92**	**66**	**48**

TABLE 8.2: THE OAKS TAXI ASSOCIATION RECOMMENDED NUMBER OF OPERATING LICENCES			
Description	**Scenarios**		
	Low	**Medium**	**High**
Calculated income per month for the full operations.	R 1,828,242		
Cost for 15-Seater, including Profit / Potential Income per Vehicle with OL	R25,000	R30,000	R35,000
Number of vehicles with OLs required based in TA monthly Income	73	61	52
As part of LPRE Records.	38		
Number of additional Operating Licences to be issued	**35**	**23**	**14**

The following are important prior to issuing the calculated the recommended number of Operating Licences per Taxi Association:

a) The Mopani District Municipality Enquiry and Maruleng Municipality Enquiry Teams, needs to play a leading role with the process of issuing new operating licences.
b) A process be followed between the LPRE, MLM (Enquiry Teams) and respective TAs that have a Point “A” of operation within MLM, to ring fence operators that could potentially qualify to obtain Operating Licences.
c) The Mopani District Taxi Council and the Limpopo Provincial Taxi Council should also sign off ring fenced operators and the plan to issue the additional Operating Licences.
d) The Mopani District Municipal and Maruleng Municipality Enquiry Teams should treat Operating Licences applications with Destinations (Point “B”) outside MLM borders with the necessary care to avoid possible conflict. Amongst other current Agreements between Taxi Associations, should be taken in consideration.

It is recommended that a dedicated post should be created for a Public Transport Regulation and Compliance official to be a dedicated position to administrate and facilitate the processes and activities between MLM, the Operators and LPRE or NPTR.

ANNEXURE A

VEHICLE INFORMATION FOR ALL MODES OF TRANSPORT

TABLE A-1: TAXI ASSOCIATION MEMBERSHIP INFORMATION								
NO	ASSOCIATION	NUMBER OF OPERATORS FROM LPRE			NUMBER OF OPERATORS FROM ASSOCIATIONS			NUMBER OF OPERATORS AS PART OF THE SURVEY
		NUMBER OF OPERATORS WITH OL	NUMBER OF OPERATORS UNLINKED	TOTAL NUMBER OF OPERATORS	NUMBER OF OPERATORS OL PROVIDED	NUMBER OF OPERATORS RAS NUMBER PROVIDED	TOTAL NUMBER OF OPERATORS	
1	LETABA TAXI ASSOCIATION	62	0	62	69	48	69	170
2	THE OAKS TAXI ASSOCIATION	35	3	38	27	26	101	62
3	BUSHBUCK RIDGE	N/A	N/A	N/A	N/A	N/A	N/A	6
TOTAL		**97**	**3**	**100**	**96**	**74**	**170**	**238**

ANNEXURE B

SUMMARY OF ROUTE AND RANK UTILIZATION SURVEYS

TABLE B-1: SUMMARY OF LETABA TAXI ASSOCIATION ROUTES AND FARES PER FACILITY

FACILITY (BOTSHABELO INFORMAL TAXI RANK)

Item	Rank Code	Destinations	Taxi Association	Fare		Type of Service
1	F00LE1	Mahlakung	Letaba TA	R	30.00	Local

FACILITY (MA-BEANS INFORMAL TAXI RANK)

Item	Rank Code	Destinations	Taxi Association	Fare		Type of Service
1	F00LE2	Mahlakung	Letaba TA	R	20.00	Local

FACILITY (MOLALANE INFORMAL TAXI RANK)

Item	Rank Code	Destinations	Taxi Association	Fare		Type of Service
1	F00LE3	Mahlakung	Letaba TA	R	25.00	Local

FACILITY (WORSTA INFORMAL TAXI RANK)

Item	Rank Code	Destinations	Taxi Association	Fare		Type of Service
1	F00LE4	Mahlakung	Letaba TA	R	20.00	Local

FACILITY (METZ FORMAL TAXI RANK)

Item	Rank Code	Destinations	Taxi Association	Fare		Type of Service
1	F00LE5	Johannesburg	LTA, MATA, NALDTA	R	350.00	Inter Provincial
2	F00LE5	Pretoria	LTA, MATA, NALDTA	R	350.00	Inter Provincial
3	F00LE5	Phalaborwa	LTA and LULEKANI TA	R	90.00	Local

FACILITY (BISMARK INFORMAL TAXI RANK)

Item	Rank Code	Destinations	Taxi Association	Fare		Type of Service
	F00LE6	Local and	Letaba TA	R	15.00	Local
1		Mahlakung		R	20.00	

FACILITY (MAHLAKUNG MALL TAXI RANK)

Item	Rank Code	Destinations	Taxi Association	Fare		Type of Service
1	F00LE7	Sofaya	Letaba TA	R	20.00	Local
2	F00LE7	Mahlomelong	Letaba TA	R	20.00	Local
3	F00LE7	Loss & Bjele	Letaba TA	R	20.00	Local

FACILITY (SOFAYA INFORMAL TAXI RANK)

Item	Rank Code	Destinations	Taxi Association	Fare		Type of Service
	F00LE8	Local, Mahlakung	Letaba TA	R	10.00	Local
1				R	20.00	

FACILITY (KANANA INFORMAL TAXI RANK)

Item	Rank Code	Destinations	Taxi Association	Fare		Type of Service
1	F00LE9	Tzaneen	Letaba TA	R	50.00	Local

FACILITY (BALON INFROMAL TAXI RANK)

Item	Rank Code	Destinations	Taxi Association	Fare		Type of Service
	F0LE10	Mahlakung,	Letaba TA	R	20.00	Local
1		Tzaneen		R	50.00	

FACILITY (CALAIS INFORMAL TAXI RANK)

Item	Rank Code	Destinations	Taxi Association	Fare		Type of Service
1	F0LE11	Mahlakung	Letaba TA	R	25.00	Local

TABLE B-2: SUMMARY OF THE OAKS TAXI ASSOCIATION ROUTES AND FARES PER FACILITY						
FACILITY (BOTSHABELO INFORMAL TAXI RANK)						
Item	**Rank Code**	**Destinations**	**Taxi Association**	**Fare**		**Type of Service**
1	F0OKS1	The Oaks	The Oaks TA	R	30.00	Local
2	F0OKS1	Hoedspruit	The Oaks TA	R	50.00	Local
FACILITY (MA-BEANS INFORMAL TAXI RANK)						
Item	**Rank Code**	**Destinations**	**Taxi Association**	**Fare**		**Type of Service**
1	F0OKS2	The Oaks	The Oaks TA	R	20.00	Local
FACILITY (HOEDSPRUIT FORMAL TAXI RANK)						
Item	**Rank Code**	**Destinations**	**Taxi Association**	**Fare**		**Type of Service**
1	F0OKS3	The Oaks	The Oaks TA	R	50.00	Local
FACILITY (FINALE INFORMAL TAXI RANK)						
Item	**Rank Code**	**Destinations**	**Taxi Association**	**Fare**		**Type of Service**
1	F0OKS4	Mahlakung	The Oaks TA	R	20.00	Local
FACILITY (THE OAKS FORMAL TAXI RANK)						
Item	**Rank Code**	**Destinations**	**Taxi Association**	**Fare**		**Type of Service**
1	F0OKS5	Botshabelo	The Oaks TA	R	30.00	Local
2	F0OKS5	Finale	The Oaks TA	R	15.00	Local
3	F0OKS5	Hoedspruit	The Oaks TA	R	35.00	Local
4	F0OKS5	Acornhoek	The Oaks TA	R	70.00	Inter District
5	F0OKS5	Burgersfort	The Oaks TA	R	120.00	Inter District
6	F0OKS5	Lydenburg	The Oaks TA	R	120.00	Local
7	F0OKS5	Tzaneen	The Oaks TA, Greater Tzaneen TA	R	70.00	Local
8	F0OKS5	Phalaborwa	The Oaks TA, Phalaborwa TA	R	70.00	Local
9	F0OKS5	Johannesburg	The Oaks TA, De OX TA	R	340.00	Inter Provincial
10	F0OKS5	Pretoria, Witbank	The Oaks TA, UNLDTA	R	340.00	Inter Provincial

TABLE B-3: SUMMARY OF ROUTE UTILISATION SURVEYS CONDUCTED AT TAXI FACILITIES IN MARULENG						
Facility	**Total Passengers**	**Total Taxi Capacity**	**Total taxi Trips**	**Unique Taxi Trips**	**Average Occupation per Vehicle**	**Average No. of Trips per Taxi**
Balloon	166	310	21	18	7.9	1.16
Bismark Taxi Rank	92	495	33	23	2.8	1.43
Bochabelo Taxi Rank	110	454	27	20	4.1	1.35
Calias Taxi Rank	53	210	14	13	3.8	1.08
Finale	14	90	6	6	2.3	1.00
Kanana Taxi Rank	535	550	38	38	14.1	1.00
Lebamba	13	110	5	4	2.6	1.25
Mabins Taxi Rank	286	732	50	32	5.7	1.56
Mahlakung Taxi Rank	1599	1780	118	85	13.6	1.39
Main Rank	96	176	8	4	12.0	2.00
Metz Taxi Rank	184	360	24	20	7.7	1.20
Pick n Pay	186	406	27	11	6.9	2.45
Sofaya Taxi Rank	340	525	35	26	9.7	1.35
Spar	108	150	10	4	10.8	2.50
The Oaks Taxi Rank	284	505	34	25	8.4	1.36
Worcester Taxi Rank	7	90	6	6	1.2	1.00

TABLE B-4: NUMBER OF TRIPS PER DESTINATION					
Destination	**Bushbuckridge TA**	**Letaba TA**	**The Oaks TA**	**ULDTS**	**Grand Total**
Acornhoek	12		5		17
Balloon		1			1
Bismarck		1			1
Botshabelo		1	8		9
Burgersfort			7		7
Cash Store			12		12
Ga Masokisi		27			27
Ga Sekororo		5			5
Hoedspruit			16		16
Johannesburg		2	1		3
Kanana		4			4
Local and Mahlakung		11	14		25
Lorraine		13			13
Loss & Bjele		1			1
Lydenburg			3		3
Mabins Crossing		39			39
Mahaune		1			1
Mahlakung Mall		120	1		121
Mahlomelong		2			2
Main Rank			10		10
Masokisi		1			1
Metz		43			43
Phalaborwa			3		3
Pretoria				1	1
Spar		1	11		12
The Oaks		16	25		41
Tzaneen		38	4		42
Wercester		1			1
Grand Total	**12**	**328**	**120**	**1**	**461**

TABLE B-5: NUMBER OF PASSENGER SERVED PER DESTINATION					
Destination	**Bush-Buckridge TA**	**Letaba TA**	**The Oaks TA**	**ULDTS**	**Grand Total**
Acornhoek	152		42		194
Balloon		12			12
Bismarck		15			15
Botshabelo		11	96		107
Burgersfort			85		85
Cash Store			66		66
Ga Masokisi		81			81
Ga Sekororo		9			9
Hoedspruit			82		82
Johannesburg		21	10		31
Kanana		34			34
Local and Mahlakung		77	99		176
Lorraine		105			105
Loss & Bjele		13			13
Lydenburg			36		36
Mabins Crossing		585			585
Mahaune		6			6
Mahlakung Mall		1092	2		1094
Mahlomelong		24			24
Main Rank			13		13
Masokisi		2			2
Metz		437			437
Phalaborwa			28		28
Pretoria				4	4
Spar		3	17		20
The Oaks		93	159		252
Tzaneen		522	25		547
Wercester		15			15
Grand Total	**152**	**3157**	**760**	**4**	**4073**

TABLE B-6: LETABA TAXI ASSOCIATION NUMBER OF TRIPS PER FACILITY AND DESTINATION		
Facility	**Destination**	**No of Trips**
Balloon	Mahlakung Mall	21
	Total Trips for Balloon	**21**
Bismark Taxi Rank	Ga Masokisi	27
Bismark Taxi Rank	Ga Sekororo	5
Bismark Taxi Rank	Masokisi	1
	Total Trips for Bismark Taxi Rank	**33**
Bochabelo Taxi Rank	Kanana	1
Bochabelo Taxi Rank	Lorraine	6
Bochabelo Taxi Rank	Mahlakung Mall	4
Bochabelo Taxi Rank	Metz	2
	Total Trips for Bochabelo Taxi Rank	**13**
Calias Taxi Rank	Mahlakung Mall	13
Calias Taxi Rank	Tzaneen	1
	Total Trips for Calias Taxi Rank	**14**
Kanana Taxi Rank	Kanana	1
Kanana Taxi Rank	Tzaneen	37
	Total Trips for Kanana Taxi Rank	**38**
Mabins Taxi Rank	Mahlakung Mall	31
Mabins Taxi Rank	The Oaks	16
	Total Trips for Mabins Taxi Rank	**47**
Mahlakung Taxi Rank	Mahlakung Mall	1
Mahlakung Taxi Rank	The Oaks	1
Mahlakung Taxi Rank	Mahlakung Mall	2
Mahlakung Taxi Rank	The Oaks	39
Mahlakung Taxi Rank	Mahlakung Mall	37
Mahlakung Taxi Rank	The Oaks	17
	Total Trips for Mahlakung Taxi Rank	**97**
Metz Taxi Rank	Mahlakung Mall	2
Metz Taxi Rank	The Oaks	22
	Total Trips for Metz Taxi Rank	**24**
Pick n Pay	Spar	1
	Total Trips for Pick n Pay	**1**
Sofaya Taxi Rank	Balloon	1
Sofaya Taxi Rank	Botshabelo	1
Sofaya Taxi Rank	Kanana	2
Sofaya Taxi Rank	Local and Mahlakung	8
Sofaya Taxi Rank	Lorraine	5
Sofaya Taxi Rank	Loss & Bjele	1
Sofaya Taxi Rank	Mahaune	1
Sofaya Taxi Rank	Mahlakung Mall	11
Sofaya Taxi Rank	Mahlomelong	2

TABLE B-6: LETABA TAXI ASSOCIATION NUMBER OF TRIPS PER FACILITY AND DESTINATION		
Facility	**Destination**	**No of Trips**
Sofaya Taxi Rank	Metz	2
Sofaya Taxi Rank	Wercester	1
Total Trips for Sofaya Taxi Rank		**35**
Worcester Taxi Rank	Local and Mahlakung	2
Worcester Taxi Rank	Mahlakung Mall	3
Total Trips for Worcester Taxi Rank		**5**
Grand Total		**328**

TABLE B-7: THE OAKS TAXI ASSOCIATION NUMBER OF TRIPS PER FACILITY AND DESTINATION		
Facility	**Destination**	**No of Trips**
Bochabelo Taxi Rank	Hoedspruit	10
Bochabelo Taxi Rank	The Oaks	4
	Total Trips for Bochabelo Taxi Rank	**14**
Finale	The Oaks	6
	Total Trips for Finale	**6**
Lebamba	Main Rank	10
	Total Trips for Lebamba	**10**
Mabins Taxi Rank	The Oaks	3
	Total Trips for Mabins Taxi Rank	**3**
Mahlakung Taxi Rank	Local and Mahlakung	14
Mahlakung Taxi Rank	Phalaborwa	3
Mahlakung Taxi Rank	Tzaneen	4
	Total Trips for Mabins Taxi Rank	**21**
Main Rank	Botshabelo	8
	Total Trips for Mabins Main Rank	**8**
Pick n Pay	Hoedspruit	1
Pick n Pay	Spar	11
Pick n Pay	The Oaks	2
	Total Trips for Pick n Pay	**14**
	The Oaks	10
	Total Trips for Spar	**10**
The Oaks Taxi Rank	Acornhoek	5
The Oaks Taxi Rank	Burgersfort	7
The Oaks Taxi Rank	Cash Store	12
The Oaks Taxi Rank	Hoedspruit	5
The Oaks Taxi Rank	Johannesburg	1
The Oaks Taxi Rank	Lydenburg	3
	Total Trips for The Oaks Taxi Rank	**33**
Worcester Taxi Rank	Mahlakung Mall	1
	Total Trips for Worcester Taxi Rank	**1**
	Grand Total	**120**

TABLE B-8: SUMMARY OF WAITING AND SUM OF INCOME FOR LETABA TAXI ASSOCIATION							
Facility and Route Destination	**Number of Trips**	**Average of Waiting time Queue**	**Average Waiting Time per Taxi**	**Average of Total Waiting Time**	**Sum of Number Passengers on Depart**	**Sum of Capacity**	**Sum of Income**
Balloon	**21**	**0:02**	**0:07**	**0:10**	**166**	**310**	**R3,320.00**
Mahlakung Mall	21	0:02	0:07	0:10	166	310	R3,320.00
Bismark Taxi Rank	**33**	**0:06**	**0:06**	**0:12**	**92**	**495**	**R1,840.00**
Ga Masokisi	27	0:07	0:06	0:13	81	405	R1,620.00
Ga Sekororo	5	0:03	0:05	0:08	9	75	R180.00
Masokisi	1	0:00	0:01	0:01	2	15	R40.00
Bochabelo Taxi Rank	**13**	**0:01**	**0:03**	**0:05**	**61**	**195**	**R1,980.00**
Kanana	1	0:04	0:00	0:04	3	15	R105.00
Lorraine	6	0:01	0:03	0:05	27	90	R945.00
Mahlakung Mall	4	0:00	0:05	0:05	24	60	R720.00
Metz	2	0:04	0:02	0:06	7	30	R210.00
Calias Taxi Rank	**14**	**0:00**	**0:02**	**0:03**	**53**	**210**	**R1,100.00**
Mahlakung Mall	13	0:00	0:02	0:02	51	195	R1,020.00
Tzaneen	1	0:00	0:04	0:04	2	15	R80.00
Kanana Taxi Rank	**38**	**0:00**	**0:11**	**0:12**	**535**	**550**	**R26,750.00**
Kanana	1	0:00	0:06	0:06	15	15	R750.00
Tzaneen	37	0:00	0:11	0:12	520	535	R26,000.00
Mabins Taxi Rank	**47**	**0:10**	**0:08**	**0:18**	**271**	**690**	**R5,420.00**
Mahlakung Mall	31	0:09	0:06	0:15	178	465	R3,560.00
The Oaks	16	0:12	0:13	0:25	93	225	R1,860.00
Mahlakung Taxi Rank	**97**	**0:03**	**0:17**	**0:20**	**1447**	**1453**	**R24,405.00**
Bismarck	1	1:17	1:29	2:46	15	15	R225.00
Local and Mahlakung	1	0:05	0:52	0:57	9	13	R135.00
Lorraine	2	0:01	0:14	0:15	28	30	R420.00
Mabins Crossing	39	0:02	0:12	0:15	585	585	R11,700.00
Mahlakung Mall	37	0:03	0:15	0:19	555	555	R8,100.00
Metz	17	0:00	0:25	0:25	255	255	R3,825.00
Metz Taxi Rank	**24**	**0:05**	**0:29**	**0:34**	**184**	**360**	**R9,795.00**
Johannesburg	2	0:02	2:59	3:01	21	30	R7,350.00
Metz	22	0:05	0:15	0:21	163	330	R2,445.00
Pick n Pay	**1**	**1:28**	**0:39**	**2:07**	**3**	**15**	**R30.00**
Spar	1	1:28	0:39	2:07	3	15	R30.00
Sofaya Taxi Rank	**35**	**0:01**	**0:06**	**0:07**	**340**	**525**	**R7,360.00**
Balloon	1	0:01	0:03	0:04	12	15	R240.00
Botshabelo	1	0:09	0:05	0:14	11	15	R385.00
Kanana	2	0:00	0:06	0:06	16	30	R320.00

TABLE B-8: SUMMARY OF WAITING AND SUM OF INCOME FOR LETABA TAXI ASSOCIATION							
Facility and Route Destination	**Number of Trips**	**Average of Waiting time Queue**	**Average Waiting Time per Taxi**	**Average of Total Waiting Time**	**Sum of Number Passengers on Depart**	**Sum of Capacity**	**Sum of Income**
Local and Mahlakung	8	0:00	0:07	0:07	67	120	R1,340.00
Lorraine	5	0:01	0:08	0:09	50	75	R1,000.00
Loss & Bjele	1	0:05	0:06	0:11	13	15	R260.00
Mahaune	1	0:00	0:01	0:01	6	15	R120.00
Mahlakung Mall	11	0:01	0:06	0:07	114	165	R2,280.00
Mahlomelong	2	0:00	0:03	0:04	24	30	R630.00
Metz	2	0:00	0:10	0:11	12	30	R260.00
Worcester	1	0:00	0:00	0:00	15	15	R525.00
Worcester Taxi Rank	**5**	**0:01**	**0:04**	**0:05**	**5**	**75**	**R100.00**
Local and Mahlakung	2	0:00	0:09	0:09	1	30	R20.00
Mahlakung Mall	3	0:02	0:01	0:03	4	45	R80.00
Grand Total	**328**	**0:04**	**0:12**	**0:16**	**3157**	**4878**	**R82,100.00**

TABLE B-9: SUMMARY OF WAITING AND SUM OF INCOME FOR THE OAKS ASSOCIATION							
Facility and Route Destination	**Number of Trips**	**Average of Waiting time Queue**	**Average Waiting Time per Taxi**	**Average of Total Waiting Time**	**Sum of Number Passengers on Depart**	**Sum of Capacity**	**Sum of Income**
Bochabelo Taxi Rank	**14**	**0:09**	**0:07**	**0:16**	**49**	**259**	**R2,135.00**
Hoedspruit	6	0:09	0:04	0:13	17	118	R850.00
Hoedspruit	4	0:17	0:12	0:29	16	81	R725.00
The Oaks	4	0:00	0:06	0:07	16	60	R560.00
Finale	**6**	**0:12**	**0:10**	**0:22**	**14**	**90**	**R210.00**
The Oaks	6	0:12	0:10	0:22	14	90	R210.00
Lebamba	**5**	**0:02**	**0:40**	**0:42**	**11**	**110**	**R0.00**
Main Rank	5	0:02	0:40	0:42	11	110	R0.00
Lebamba	**5**	**0:02**	**0:40**	**0:42**	**2**	**110**	**R0.00**
Main Rank	5	0:02	0:40	0:42	2	110	R0.00
Mabins Taxi Rank	**3**	**0:03**	**0:06**	**0:09**	**15**	**42**	**R300.00**
The Oaks	3	0:03	0:06	0:09	15	42	R300.00
Mahlakung Taxi Rank	**21**	**0:19**	**1:06**	**1:26**	**152**	**327**	**R5,195.00**
Local and Mahlakung	14	0:17	0:25	0:42	99	222	R1,485.00
Phalaborwa	3	0:15	2:52	3:07	28	45	R1,960.00
Tzaneen	4	0:32	2:13	2:45	25	60	R1,750.00
Main Rank	**8**	**0:27**	**1:16**	**1:43**	**96**	**176**	**R4,800.00**
Botshabelo	8	0:27	1:16	1:43	96	176	R4,800.00
Pick n Pay	**14**	**0:11**	**0:27**	**0:38**	**31**	**209**	**R510.00**
Hoedspruit	1	0:17	0:25	0:42	8	14	R280.00
Spar	11	0:12	0:27	0:40	17	165	R170.00
The Oaks	2	0:01	0:29	0:30	6	30	R60.00
Spar	**10**	**0:09**	**1:35**	**1:45**	**108**	**150**	**R3,780.00**
The Oaks	10	0:09	1:35	1:45	108	150	R3,780.00
The Oaks Taxi Rank	**33**	**0:15**	**0:55**	**1:10**	**280**	**490**	**R22,095.00**
Acornhoek	5	0:13	1:03	1:17	42	75	R2,940.00
Burgersfort	7	0:24	0:50	1:14	85	102	R10,200.00
Cash Store	11	0:11	0:23	0:34	61	163	R0.00
Cash Store	1	0:00	0:22	0:22	5	15	R0.00
Hoedspruit	5	0:06	0:59	1:06	41	75	R1,235.00
Johannesburg	1	0:00	5:17	5:17	10	15	R3,400.00
Lydenburg	3	0:34	1:27	2:01	36	45	R4,320.00
Worcester Taxi Rank	**1**	**0:01**	**0:00**	**0:01**	**2**	**15**	**R40.00**
Mahlakung Mall	1	0:01	0:00	0:01	2	15	R40.00
Grand Total	**120**	**0:13**	**0:47**	**1:01**	**760**	**1978**	**R39,065.00**

LOCAL INTEGRATED TRANSPORT PLAN

MARULENG LOCAL MUNICIPALITY

2025-2030

LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

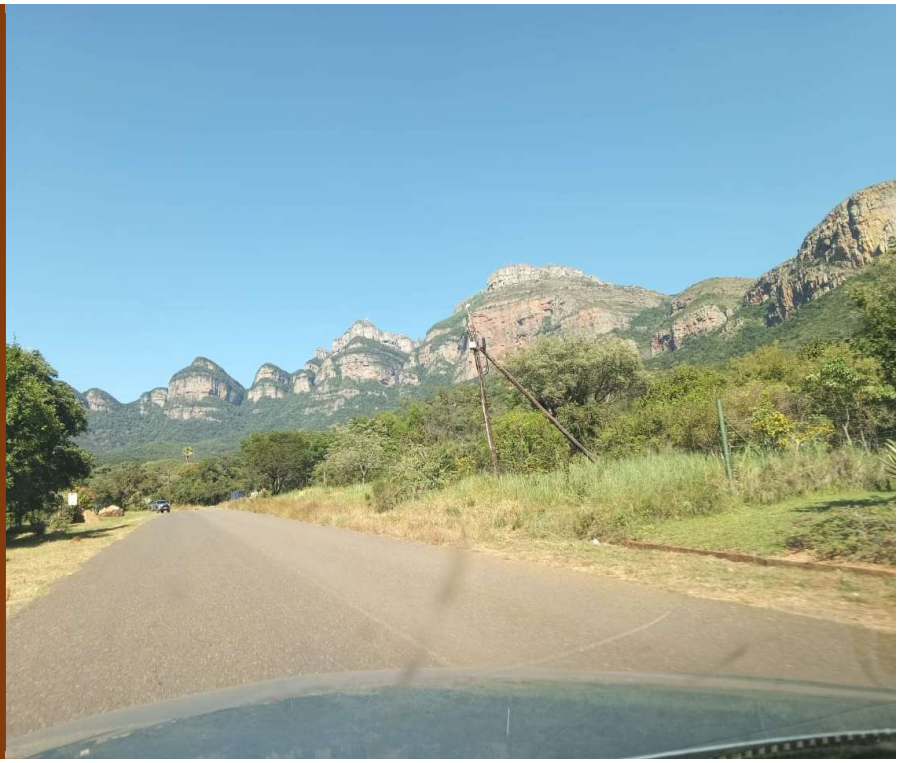
DEPARTMENT OF
TRANSPORT AND COMMUNITY SAFETY



PREPARED FOR:	ADDRESS:
MARULENG LOCAL MUNICIPALITY	64 SPRINGBOK STREET HOEDSPRUIT

Appendix B-2

Rationalisation Plan (RatPlan)



LOCAL INTEGRATED TRANSPORT PLAN

MARULENG LOCAL MUNICIPALITY

LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
TRANSPORT AND COMMUNITY SAFETY

2025-2030 RATIONALISATION PLAN (RATPLAN)



PREPARED FOR:	ADDRESS:
MARULENG LOCAL MUNICIPALITY	64 SPRINGBOK STREET HOEDSPRUIT

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List of Abbreviations

Abbreviation	Description
AM	Ante Meridiem, meaning is "before noon"
CA	Controlling Authority
MDM	Mopani District Municipality
IPTN	Integrated Public Transport Network
LDPT	Long-distance Public Transport
LDTCS	Limpopo Province Department of Transport and Community Safety
LPRE	Limpopo Provincial Regulatory Entity
LPTC	Limpopo Provincial Taxi Council
MLM	Maruleng Local Municipality
MSA	Municipal Structures Act
MTS	Metered Taxi Strategy
NLTA	National Land Transport Act 2009, (Act No. 5 of 2009)
NLTA (Amended)	Amended National Land Transport Act 2009, (Act No. 23 of 2023)
NLTR	National Land Transport Regulator
NPTR	National Public Transport Regulator
OLAS	Operating Licences Administration System
OLF	Operating Licence Functions
OLP	Operating Licence Plan
PA	Planning Authority
PM	Post Meridiem, meaning is “after midday”
PRE	Provincial Regulatory Entity
PT	Public Transport
PTP	Public Transport Plan
RE	Regulatory Entity
SANTACO	South African National Taxi Council
SAPS	South African Police Service
TA	Taxi Association
TI	Taxi Industry
TR	Transport Register

1 INTRODUCTION

This document is based on an extraction from the Mopani District Municipality (MDM) Integrated Public Transport Network (IPTN), December 2023, specifically in terms of that which is relevant to Maruleng Local Municipality (MLM) and includes the following:

a) **Status Quo** including Demand Side Analysis, Supply Side Analysis, Data Collection, Bus and Railway Services, Scholar Transport and Public Transport Patterns.
b) **Operational Plan** including Minimum Quality of Service, Corridor and Network Development and Operational and Infrastructure Plan.
c) **Non-Motorised Transport.**
d) **Financial Model** including Public Transport Operations and Public Transport Related Infrastructure.
e) **Business and Financial Plan** including Revenue and Cost Analysis, Public Transport Operations Implementation Plan, Infrastructure Implementation Plan and Operational Subsidy.
f) **Conclusions.**

It should be noted that during April 2025 a document was prepared on behalf of LDTCS which is called; *"Transformation of Bus Subsidised Services in the Limpopo Province".* The subsidised bus services in the Limpopo Province, which include MLM, were rationalised as part of the preparation of the Document. The results should therefore be incorporated as part of the development of District and Local Municipalities IPTNs and ITPs.

As of the 1st of April 2025, new bus contracts were implemented across MDM. Section 8 of the MDM Rationalisation Plan provides detailed information related to the relevant new bus contracts.

2 STATUS QUO OF PUBLIC TRANSPORT IN MLM

The subsequent sections will elaborate on:

a) Demand Side Analysis.
b) Supply Side Analyses.
c) Data Collection.
d) Bus and Railway Services.
e) Scholar Transport.
f) Public Transport Trip Patterns.

2.1 Demand Side Analysis

The subsequent subsections related to the Demand Side Analysis refer to:

a) Geographical Location.
b) Demographics.
c) District Access Routes.

2.1.1 Geographical Location

Figure 2.1 shows MLM in relation to the Mopani District Municipality (see **Figure 3-1** as part MDM-IPTN).

2.1.2 Demographics

Mopani District Municipality has a total population of 1 372 872 (Census 2022) which contributes 20,9% to Limpopo province's total population. The population of each local municipality is displayed in **Figure 2.2**. MLM has the least urbanised population at 8.5%, whilst it has the greatest unemployment at 62%.

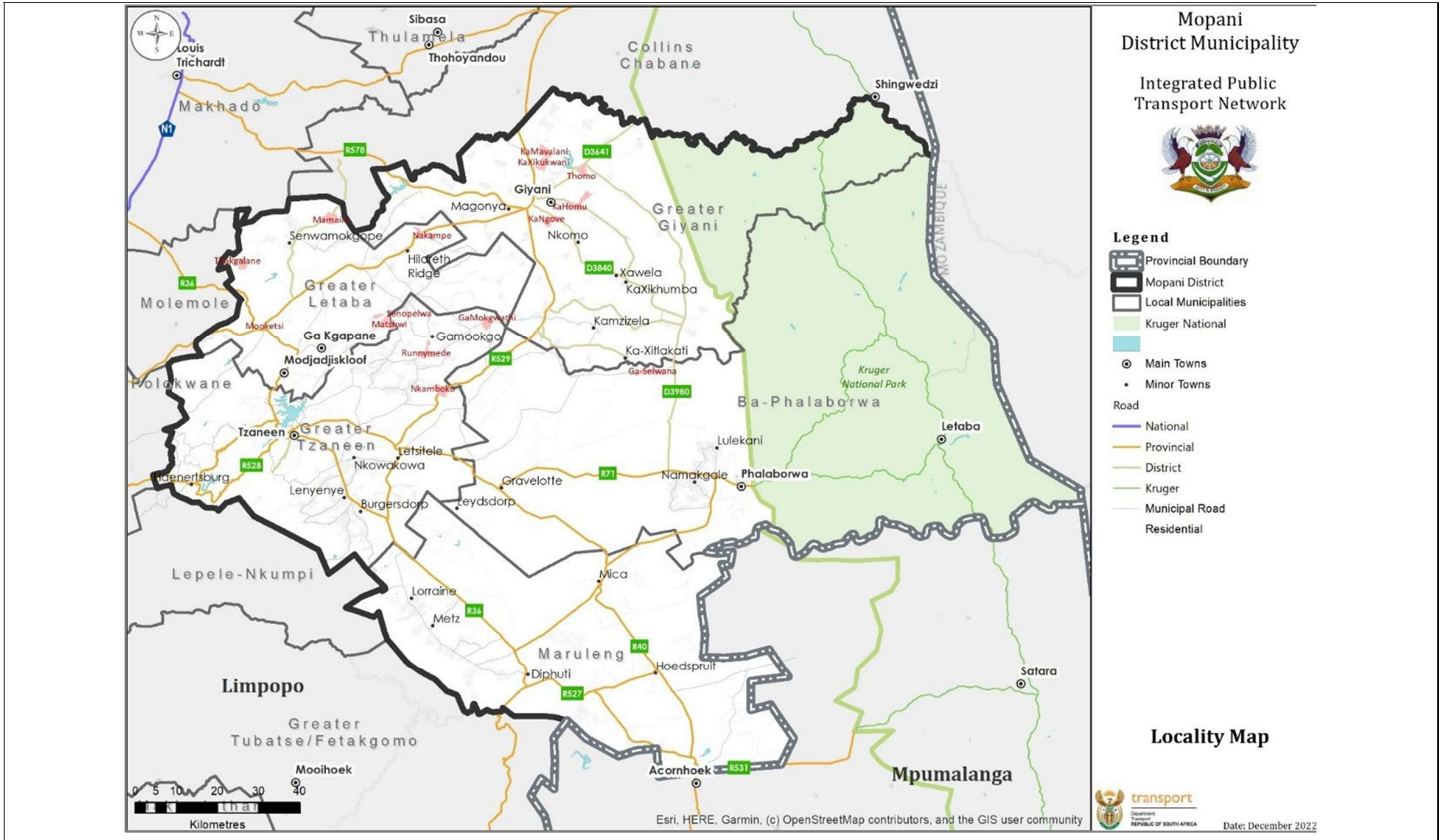


FIGURE 2.1: MLM IN RELATION TO THE MOPANI DISTRICT MUNICIPALITY (SEE FIGURE 3-1 AS PART MDM-IPTN)

Source: MDM-IPTN, 2023

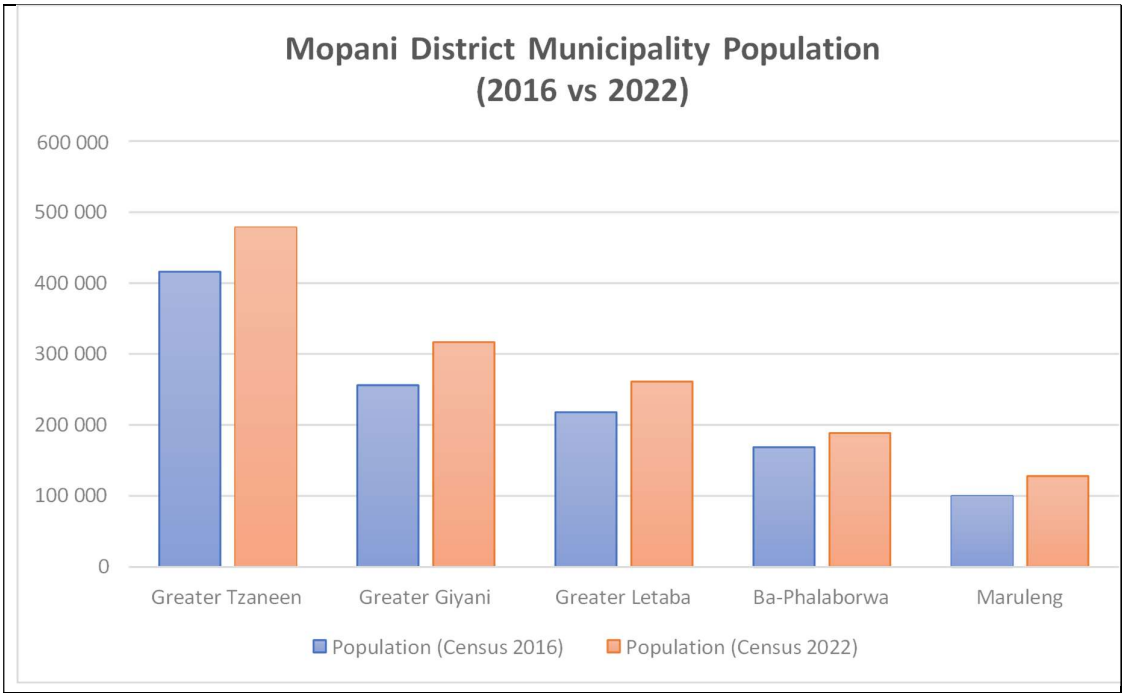


FIGURE 2.2: MLM POPULATION IN RELATION TO OTHER LOCAL MUNICIPALITIES IN MDM (SEE FIGURE 3.2 AS PART MDM-IPTN)

Source: MDM-IPTN, 2023

2.1.3 Demographics

Figure 2.3 provides an overview of "National Transport Access Routes" from and to MLM.

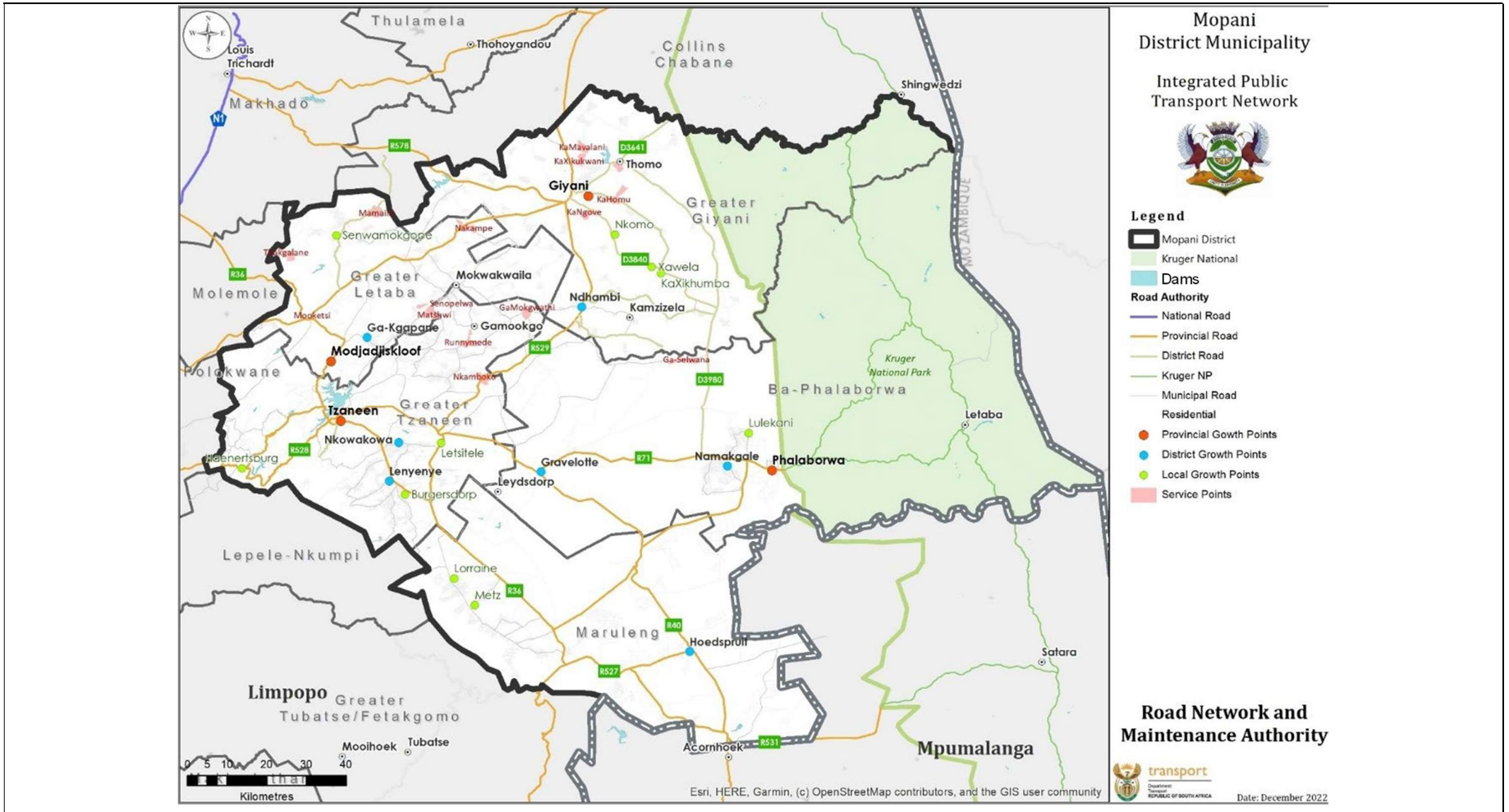


FIGURE 2.3: PROVIDES AN OVERVIEW OF THE NATIONAL TRANSPORT ACCESS ROUTES FROM AND TO MLM WITHIN MDM. (SEE FIGURE 3.3 AS PART MDM-IPTN)

Source: MDM-IPTN, 2023

2.2 SUPPLY SIDE ANALYSIS

The subsequent subsections related to the Supply Side Analysis will elaborate on:

a) Major Roads within MLM.
b) Pavement Conditions.
c) Public Transport Services and Coverage.
d) Public Transport Challenges.

2.2.1 Major Roads with MLM.

The major roads within the MLM within MDM are shown in **Table 2.1**.

TABLE 2.1: MAJOR ROADS FOR MLM WITHIN MDM (SEE TABLE 3-3 AS PART MDM-IPTN)

ID	Corridor	Description
9.	Hoedspruit towards Acornhoek	Road R40 runs from the border of Ba-Phalaborwa to Hoedspruit to Acornhoek.
10.	Hoedspruit to The Oaks	Road R527 runs from R40 towards The Oaks into the R36 towards Ohrigstad and N4.

Source: MDM-IPTN, 2023

2.2.2 Pavement Conditions.

Table 2.2 provides a summary of the pavement types for major roads for MLM within the MDM (see Table 3-4 as part **MDM-IPTN**).

TABLE 2.2: SUMMARY PAVEMENT TYPES FOR MAJOR ROADS FOR MLM WITHIN THE MDM (SEE TABLE 3.4 AS PART MDM-IPTN)

Name of Local Municipality	Paved road network (km)	Unpaved road Network (km)	Total road network per LM (km)
Greater Tzaneen LM	301,6	2789,76	3091,36
Ba-Phalaborwa LM	269,95	528,55	798,5
Greater Letaba LM	591,2	621,8	1213
Greater Giyani LM	314,6	3200,08	3514,68
Maruleng local municipality	**89,5**	**1310,71**	**1400,21**
Total municipal road network for MDM	1566,85	8450,9	10017,75
Total road network owned by RAL in MDM	1243,00	1491,00	2734,00
Total road network owned by SANRAL in MDM	677,90	0	677,90

Source: MDM-IPTN, 2023

Table 2.2 and **Figure 2.4** show that a high percentage of the roads, more than 70%, leading to the rural population of the MLM, are not tarred / paved. Therefore, the mobility and accessibility of people, goods and services to these areas is hindered.

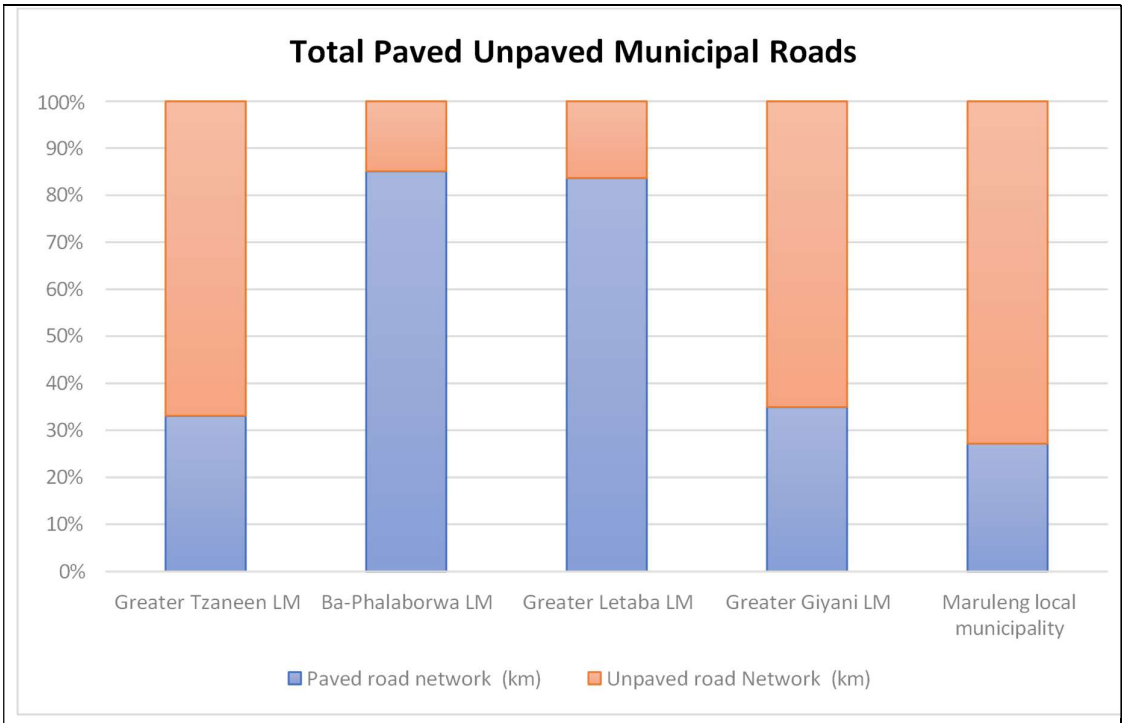


FIGURE 2.4: GRAPHICAL PRESENTATION OF PAVED AND GRAVEL ROADS WITHIN MDM (SEE FIGURE 3.6 AS PART MDM-IPTN)

Source: MDM-IPTN, 2023

2.2.3 Public Transport Services and Coverage.

Figure 2.5 provides the Public Transport Route Coverage within the MDM that includes MLM. (see Figure 3.8 as part MDM-IPTN)

2.2.4 Public Transport Challenges.

Based on MDM-IPTN there is a lack of formal farm workers transport from the MLM villages to farms located in MLM, as opposed to the formal transport system from Mpumalanga to MLM farms.

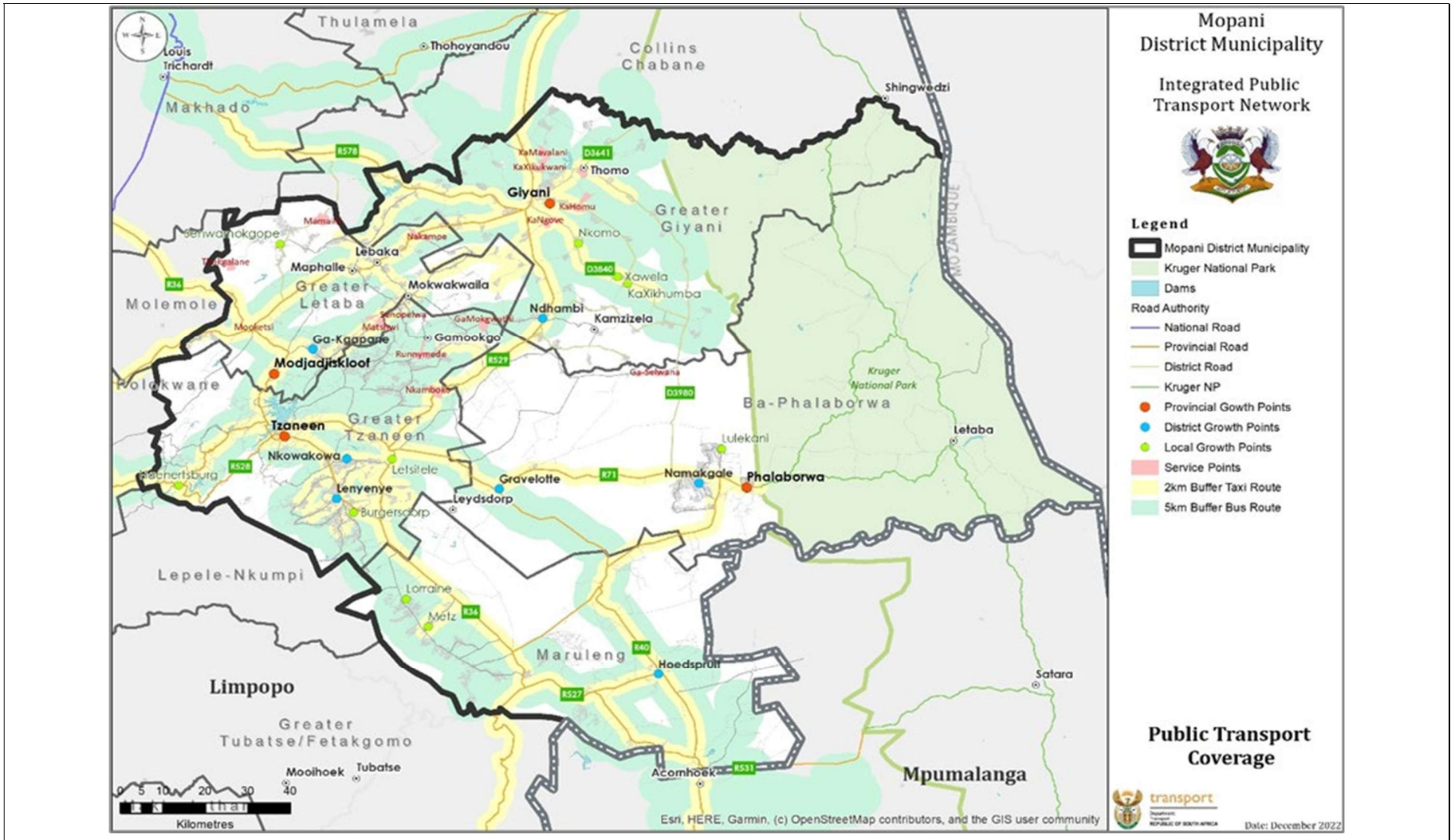


FIGURE 2.5: PROVIDES THE PUBLIC TRANSPORT ROUTE COVERAGE WITHIN THE MDM (SEE FIGURE 3.8 AS PART MDM-IPTN)

Source: MDM-IPTN, 2023

2.3 Data Collection

See **Chapter 2**, Transport Records, of the MLM-LITP 2025-2030 that provides additional Transport Records related to MLM-LITP.

2.4 Bus and Railway Services

Based on the MDM-IPTN there are five bus companies operating within MDM. The operations of 3 Companies are scheduled and subsidized, the remaining 2 buses are not subsidised. See **Table 2.3** for subsidised bus services within MDM.

TABLE 2.3: FOR SUBSIDISED BUS SERVICES WITHIN MDM (SEE TABLE 3.6 AS PART MDM-IPTN)

Local Municipality	Operator	CONTRACT No.	Initial Commencement Date (Interim Contracts)	Contract Duration	Contract Duration (Interim)	Contract Expiry Date (Extended Contracts)
Greater Giyani	Great North Transport (Pty) Ltd, Giyani	ICNP17/97	1997/10/27	-	3 Years	31-Mar-2024
Maruleng	Great North Transport (Pty) Ltd, Hoedspruit	ICNP17/97 (N8328)	2001/09/01	5 years	3 Years	31-Mar-2024
Tzaneen	Great North Transport (Pty) Ltd, Tzaneen	ICNP17/97	1997/05/01	182 Weeks	3 Years	31-Mar-2024
Greater	Mathole Bus Services Cc, Modjadjiskloof	ICNP17/97	1997/10/27	-	3 Years	31-Mar-2024
Tzaneen	Kalamazu Risaba Transport	ICNP15/97	1997/04/01	82 Weeks	3 Years	31-Mar-2024

Source: MDM-IPTN, 2023

The subsidised bus network for MLM in relation to the MDM is shown in **Figure 2-6.**

2.5 Scholar Transport

Schoolchildren in MLM are mostly transported by means of LDVs which are mainly overloaded.

2.6 Public Transport Trip Patterns

Figure 2.7 provides MLM Passenger Demand / O-D patterns for subsidised bus services within MDM. (see Figure 3.11 as part MDM-IPTN)

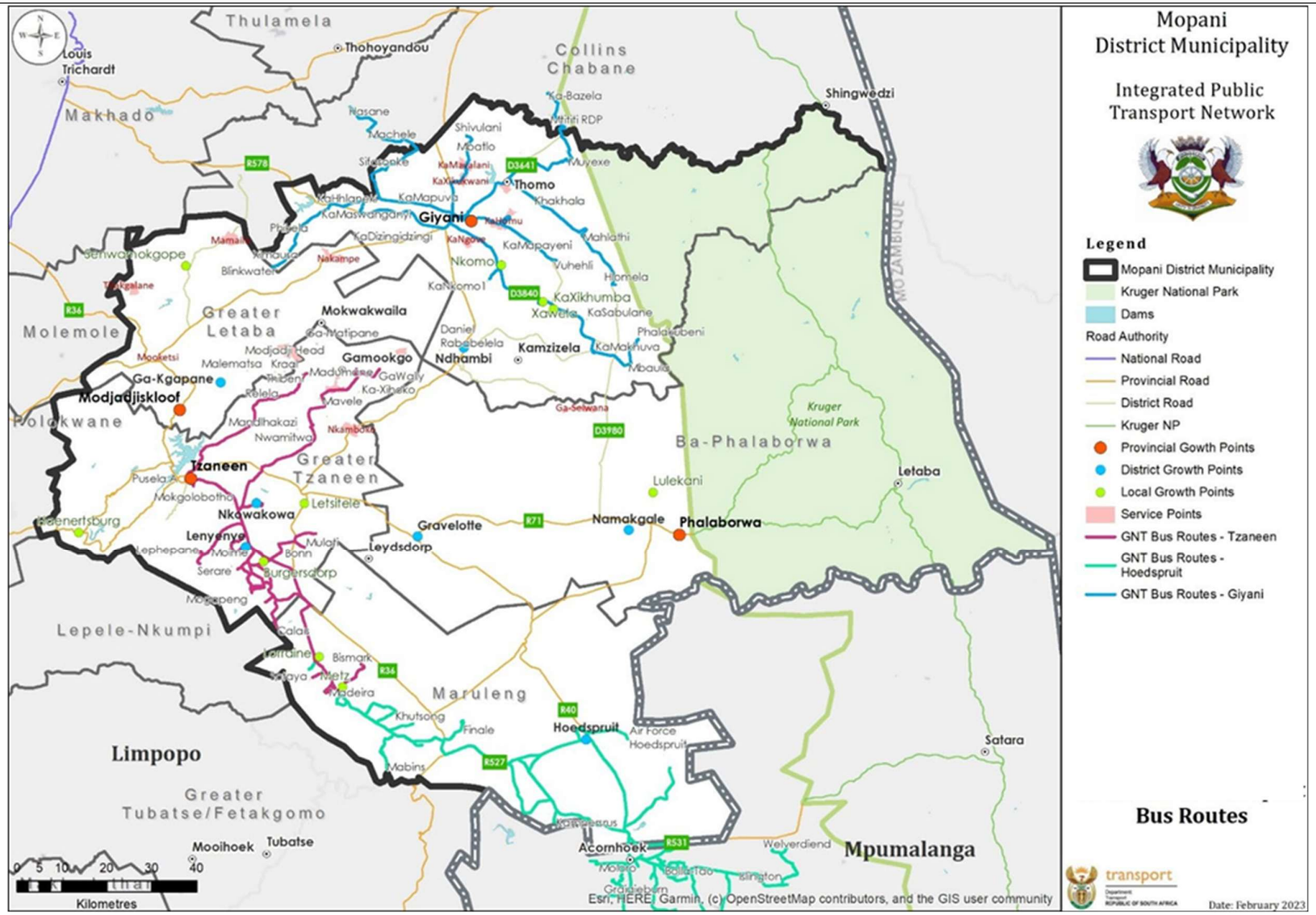


FIGURE 2.6: MLM SUBSIDISED BUS SERVICES WITHIN MDM (SEE TABLE 3.6 AS PART MDM-IPTN)

Source: MDM-IPTN, 2023

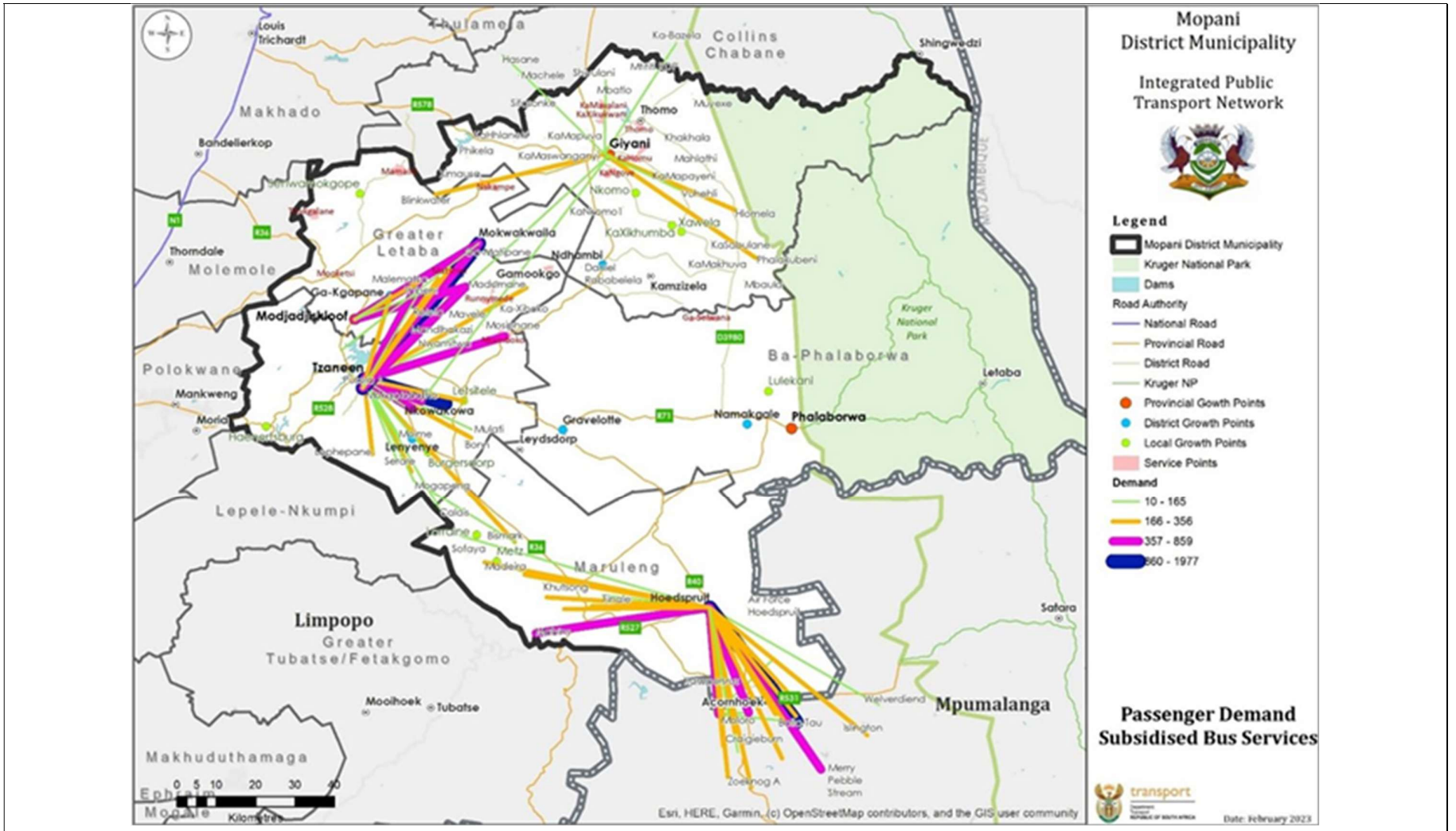


FIGURE 2.7: PROVIDES MLM PASSENGER DEMAND/O-D PATTERNS FOR SUBSIDISED BUS SERVICES WITHIN MDM. (SEE FIGURE 3.11 AS PART MDM-IPTN)

Source: MDM-IPTN, 2023

3 OPERATIONAL PLAN

The subsequent sections related to the MDM-IPTN Operational Plan, will elaborate on with specific reference to MLM:

a) Minimum Quality of Service (specifically relating to NMT routes).
b) Corridor and Network Development.
c) Operational and Infrastructure Plan.

3.1 MINIMUM QUALITY OF SERVICE

3.1.1 NMT Routes

These are NMT routes which supply the feeder routes and links of the MDM-IPTN routes to remote villages for accessibility in MLM. **Figure 3.1** provides the MLM proposed IPTN network and routes (Primary, Trunk and Feeder) within MDM (see Figure 5.2 as part MDM-IPTN).

3.2 CORRIDOR AND NETWORK DEVELOPMENT

3.2.1 Maruleng Local Municipality

Based on the assessments of the survey data related to the MDM-IPTN it shows that there are two primary corridors, and seven network routes which were identified and indicated in **Figure 3.2** (see Figure 5.6 as part MDM-IPTN).

The following subsections will elaborate on:

a) The Corridor Plan.
b) The Network Routes.

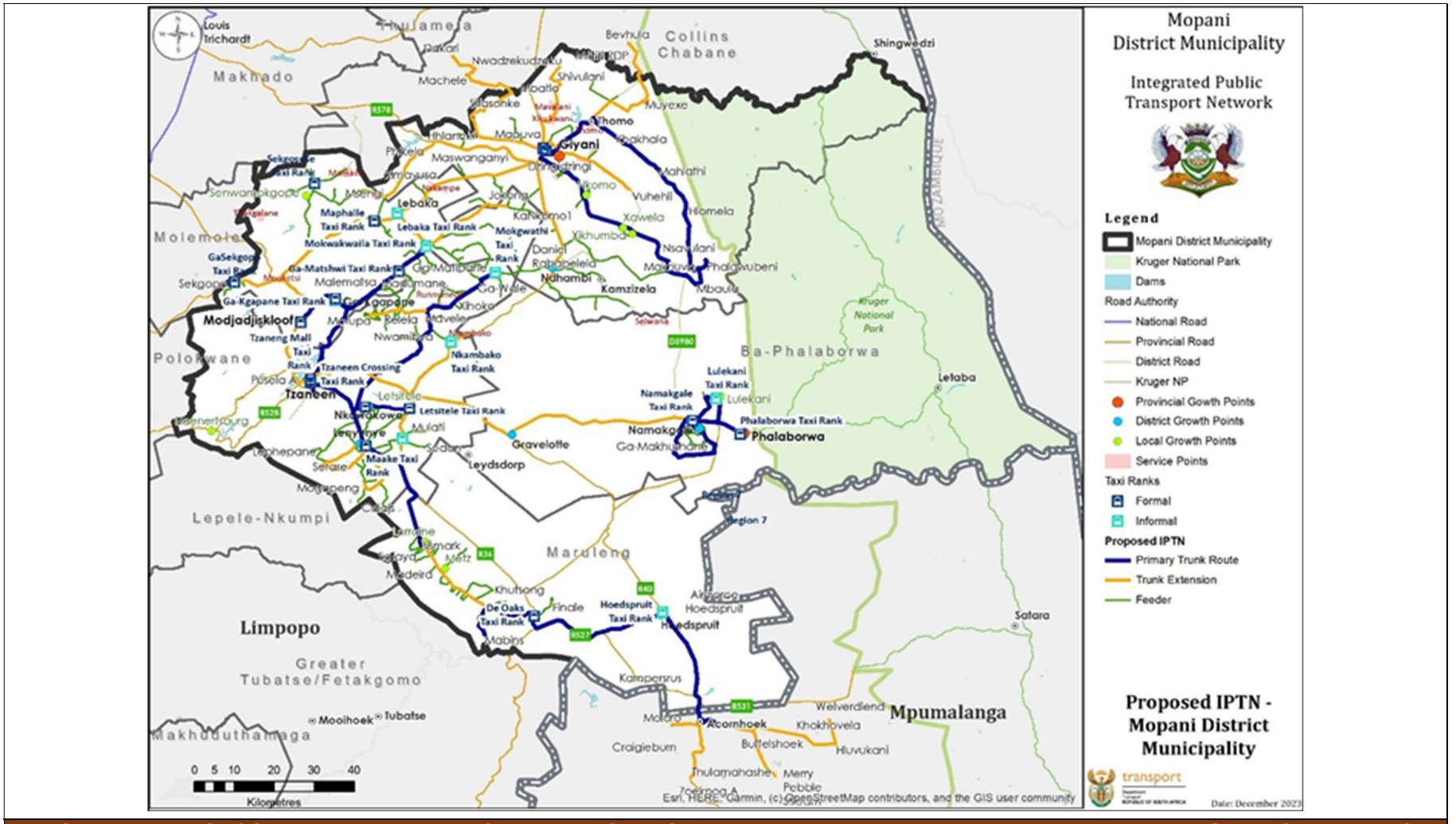


FIGURE 3.1: PROPOSED MLM-IPTN NETWORK AND ROUTES (PRIMARY, TRUNK AND FEEDER) WITHIN MDM. (SEE FIGURE 5.2 AS PART MDM-IPTN).

Source: MDM-IPTN, 2023

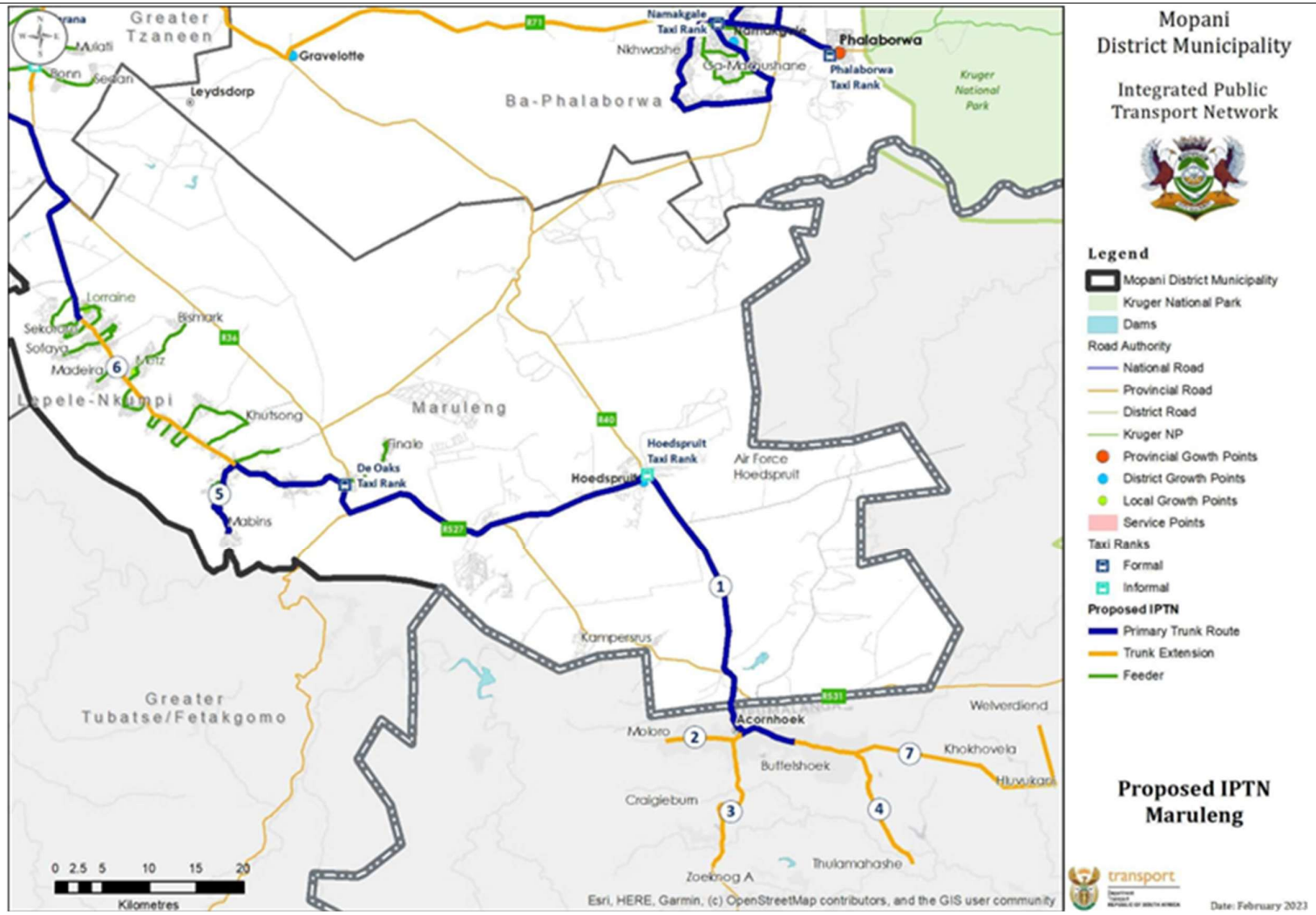


FIGURE 3.2: MLM NETWORK ROUTES WITHIN MDM (SEE FIGURE 5.6 AS PART MDM-IPTN)

3.2.1.1 Corridor Plan

The average daily passenger demand was derived from the survey data related to the MDM-IPTN, for the two corridors in MLM and is shown in **Table 3.1**.

TABLE 3.1: DERIVED DEMAND MLM CORRIDORS (SEE TABLE 5.7 AS PART MDM-IPTN)

Corridor	Corridor Description
Primary Corridor 1	This is the corridor between Hoedspruit and Acornhoek.
Primary Corridor 2	This is the corridor between Hoedspruit and Bochabelo.

Source: MDM-IPTN, 2023

3.2.1.2 Network Routes

The MLM-IPTN will consist of seven network routes which are described in **Table 3.2.** A network of feeder routes was further developed as part of the MLM-IPTN to improve accessibility.

TABLE 3.2: MLM NETWORK ROUTES (SEE FIGURE 5.8 AS PART MDM-IPTN)

Corridor	Route	Route Description	Length(km)
Primary 1	Route 1	This route will extend from Hoedspruit to Acornhoek and Buffelshoek along R40 and D3930.	36,6
Primary 1	Route 2	This route will extend from Hoedspruit to Boelang, passing by green valley, Brooklyn, GaMaotele, and Moloro along R40.	38,6
Primary 1	Route 3	This route will extend from Hoedspruit to Zoeknog, passing by Tsakani, Sefoma, Arthur's Seat, Violet Bank and Casteel along the R40.	47,7
Primary 1	Route 4	This route will extend from Hoedspruit to Thulamahashe, passing by Songeni, Dingleydale and Akani along R40, D3930 and D461.	56,3
Primary 2	Route 5	This route will extend from Hoedspruit to Kgopong / Ga Mabin, passing by The Oaks, Dingapong, The Willows, Sedawa and GaMametja along R527, R36, D21 and D3192.	56,7
Primary 2	Route 6	This route will extend from Hoedspruit to Ga Sekororo, passing by The Willows, Worcester, Naphumo, Turkey, Setjupereng, Ntswelemetse, Enable, Sefikeng, Makgaung, Moetladimo, Sofaya and Hlohlokwe along R527, R36 and D21.	69,3
Primary 1	Route 7	This route will extend from Buffelshoek to Welverdiend, passing by Burlington, Khokhovela, Clare and Hluvukani along R40 and D3930.	27,0

Source: MDM-IPTN, 2023

3.3 OPERATIONAL AND INFRASTRUCTURE PLAN

Table 3.3 provides the Public Transport Services within MDM (see Table 5.14 as part MDM-IPTN), while **Table 3.4** provides the proposed allocation of public transport modes per network route within MLM. (see Table 5.8 as part MDM-IPTN)

TABLE 3.3: PUBLIC TRANSPORT SERVICES WITHIN MDM (SEE TABLE 5.14 AS PART MDM-IPTN)					
Location Intermodal Interchange	**Growth Node**	**Public Transport Service**	**Proposed Interchange**	**Definition based on function**	**Type of Facility**
Giyani	Provincial	Bus & MBT: Local, regional, long- distance.	Terminal and/or major Public Transport Facility.	Transfer facility which is operational during the peak periods. Access to various modes.	Off-Street located at middle order urban centres such as CBD and urban centres with on-going activity.
Tzaneen	Provincial	Bus & MBT: Local, regional, long- distance.	Terminal and/or major public Transport Facility.	Transfer facility which is operational during the peak periods. Access to various modes.	Off-Street located at middle order urban centres such as CBD and urban centres with on-going activity.
Modjadjiskloof	Provincial	Bus & MBT: Local, regional, long- distance.	Terminal and/or major public Transport Facility.	Transfer facility which is operational during the peak periods. Access to various modes.	Off-Street located at middle order urban centres such as CBD and urban centres with on-going activity.
Phalaborwa	Provincial	MBT: local, regional, long-distance: Bus long-distance.	Terminal and/or major public Transport Facility.	Transfer facility which is operational during the peak periods. Access to various modes.	Off-Street located at middle order urban centres such as CBD and urban centres with on-going activity.
Hoedspruit	District	Bus and MBT: local, regional, long- distance, and cross-provincial (commuter services).	Minor Public Transport Rank.	Acts as an origin point mainly during the peak periods from where destinations can be reached, or other modes accessed.	Off-street facility mainly found in rural areas.
Mokwakwaila	Local	Bus and MBT: local and regional services.	Embayment on Major routes.	Provides public transport stops on major routes where passengers can be picked up or dropped off.	On Street facility located nearby an intersection or mid- block thereof.
Lenyenye	District	Bus and MBT: local and regional services.	Minor Public Transport Rank.	Acts as an origin point mainly during the peak periods from where destinations can be reached or other modes accessed.	Off-street facility mainly found in rural areas.

Source: MDM-IPTN, 2023

TABLE 3.4: PROPOSED ALLOCATION OF PUBLIC TRANSPORT MODES PER NETWORK ROUTE WITHIN MLM (SEE TABLE 5.18 AS PART MDM-IPTN)						
Corridor	**Network Route and Length (km)**	**Route Description and Current Mode/s**	**Approx Daily Pax Pax share %**	**Mode/s Fleet size**	**Road Upgrades Required**	**No of Major Stops Required (One-way)**
Primary 1	Route 1: 36,6	This route extends from Hoedspruit to Acornhoek and Buffelshoek along R40 and D3930. **MBT and Bus**	2446 (70%) 1048 (30%)	20 Bus 20 Midibuses	N/A	2
Primary 1	Route 2: 38,6	This route will extend from Hoedspruit to Boelang, Moloro along R40. **Bus**	1380 (100%)	30 Midibuses	N/A	5
Primary 1	Route 3: 47,7	This route extends from Hoedspruit to Zoeknog, along the R40. **Bus**	1120 (100%)	24 Midibus	N/A	6
Primary 1	Route 4: 56,3	This route extends from Hoedspruit to Thulamahashe, along R40, D3930 and D461, and across the provincial border. **Bus**	656 (100%)	15 Midibuses	N/A	4
Primary 2	Route 5: 56,7	This route will extend from Hoedspruit to Bochabelo/GaMabin, along R527, R36 and D21 and D3192. **MBT and Bus**	1205 (100%)	26 Midibuses	Pavement of gravel roads	6
Primary 2	Route 6: 69,3	This route will extend from Hoedspruit to Ga Sekororo R527, R36 and D21. **MBT and Bus**	788 (100%)	33 Midibuses	N/A	11
Primary 1	Route 7: 27	This route will extend from Buffelshoek to Welverdiend along the R40 and D3930. **Bus**	368 (100%)	10 MBT	Pavement of gravel roads	5

Source: MDM-IPTN, 2023

3.3.1.1 Commuter Services

All the routes are currently operated until 2024 on subsidised bus contracts which were designed and developed in 1998. These contracts serve areas in Maruleng as well as cross-border services into Mpumalanga province. The highest number of passenger trips are cross-border trips connecting Hoedspruit (Limpopo Province) to Acornhoek, Buffelshoek and Thulamahashe (Mpumalanga Province).

Based on the MDM-LITP the MBT passenger trips are low because of the sparse population distribution in Maruleng and higher population numbers across the provincial border in Mpumalanga. Whilst recommendations have been made in respect of modes on the network routes, there is a dire need for both provinces to determine clear roles, responsibilities, and funding for cross-border services.

During April 2025 a document was prepared on behalf of LDTCS which is called; *"Transformation of Bus Subsidised Services in the Limpopo Province".* The subsidised bus services in the Limpopo Province, which include MLM, were rationalised as part of the preparation of the Document. **Chapter 8** contains more information related to the recently implemented subsidised services with in MLM.

3.3.1.2 Public Transport Facilities

An intermodal facility should be provided at Hoedspruit as this is a District Growth Node. The proposed routes traverse residential areas. Therefore, public transport laybys and stops should be provided along these residential areas.

4 NON-MOTORISED TRANSPORT INTEGRATION

This section extracted from the MDM-IPTN, covers the Proposed NMT Links and associated NMT Facilities within MLM. The existing NMT infrastructure, which mainly includes pedestrian sidewalks, is concentrated in Hoedspruit along the R40 road, providing access to retail shops and the informal taxi rank along the R40.

4.1 PROPOSED NMT LINKS

The following subsections will elaborate on:

a) NMT Facilities along the proposed IPTN
b) MLM NMT Links.

4.1.1 NMT Facilities Along the Proposed IPTN

The proposed network routes within MLM are shown in **Figure 4.1**. The network routes comprised of trunk routes and feeder routes. The assessment of NMT facilities along the trunk routes is summarised in **Table 4.1**. Most of the trunk routes do not have NMT Facilities provided. NMT facilities are mostly provided along the R40 in Hoedspruit.

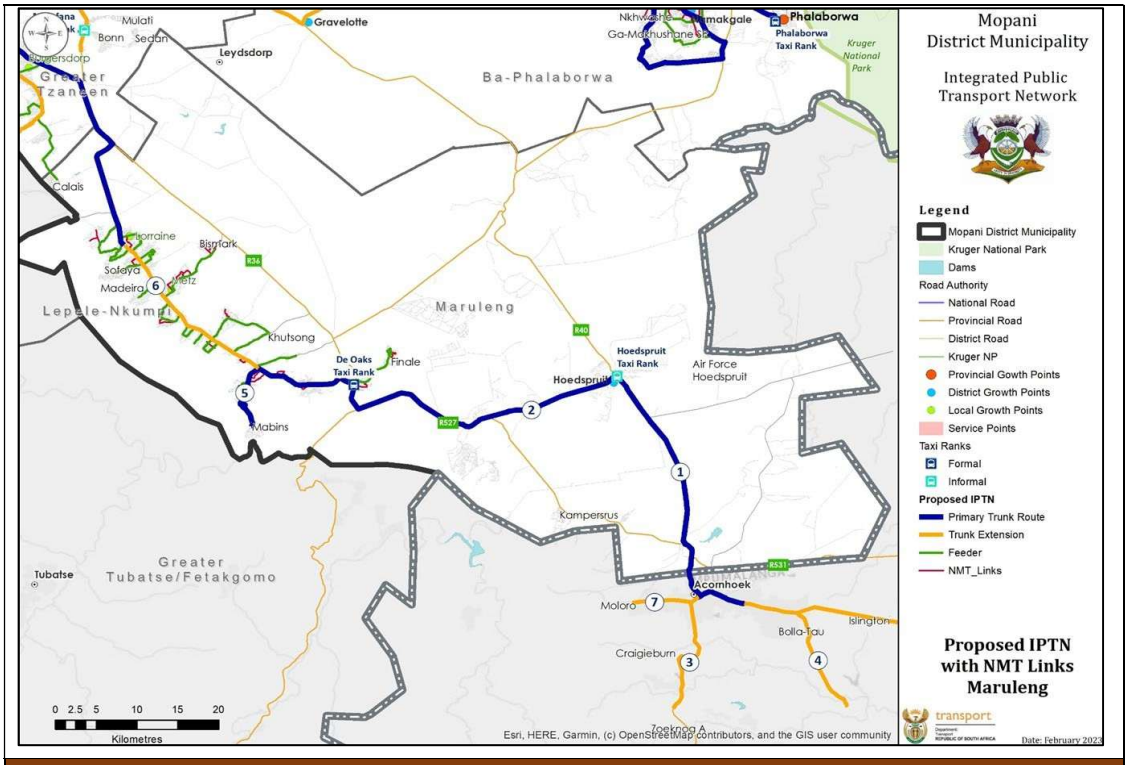


FIGURE 4.1: MARULENG LOCAL MUNICIPALITY NMT LINKS (SEE FIGURE 6.6 AS PART MDM-IPTN)

Source: MDM-IPTN, 2023

TABLE 4.1: STATE OF NMT FACILITIES ALONG TRUNK ROUTES (SEE TABLE 6.10 AS PART MDM-IPTN)			
Route	**Route Description**	**Road Surface**	**NMT Facilities**
Route 1	This route will extend from Hoedspruit to Acornhoek and Buffelshoek along R40.	Paved	Sidewalks provided along the R40, in Hoedspruit only.
Route 2	This route will extend from Hoedspruit to Boelang, along R40.	Paved	Sidewalks provided along the R40, in Hoedspruit only.
Route 3	This route will extend from Hoedspruit to Zoeknog, along the R40.	Paved	Sidewalks provided along the R40, in Hoedspruit only.
Route 4	This route will extend from Hoedspruit to Thulamahashe, along R40.	Paved	Sidewalks provided along the R40, in Hoedspruit only.
Route 5	This route will extend from Hoedspruit to Bochabelo/ Ga Mabin, along R527, R36 and Morupu Mmola Rd.	Mostly paved, some parts are gravel	Sidewalks provided along the R40, in Hoedspruit only.
Route 6	This route will extend from Hoedspruit to Ga Sekororo, along R527, R36 and Morupu Mmola Rd.	Paved	Sidewalks provided along the R40, in Hoedspruit only.
Route 7	This route will extend from Buffelshoek to Welverdiend, along R40.	Mostly paved, some parts are gravel	No NMT facilities.

The assessment of NMT facilities along the feeder routes is summarised in **Table 4.2**. Most of the feeder routes do not have NMT facilities provided, while most of the feeder routes are paved.

TABLE 4.2: STATE OF NMT FACILITIES ALONG FEEDER ROUTES (SEE TABLE 6.11 AS PART MDM-IPTN)			
Feeder	**Feeder Description**	**Road Surface**	**NMT Facilities**
Feeder 1	Enable	Paved	No NMT facilities
Feeder 2	Bismark	Gravel	No NMT facilities
Feeder 3	Lorraine	Paved	No NMT facilities
Feeder 4	Hlohlokwe	Paved	No NMT facilities
Feeder 5	Sofaya	Paved	No NMT facilities
Feeder 6	Balloon	Paved	No NMT facilities
Feeder 7	Mahlomelong	Paved	No NMT facilities
Feeder 8	Madeira	Gravel	No NMT facilities
Feeder 9	Makgaung	Paved	No NMT facilities
Feeder 10	Turkey	Paved	No NMT facilities
Feeder 11	Ntswelemotse	Paved	No NMT facilities
Feeder 12	Setjuperang	Paved	No NMT facilities
Feeder 13	The Willows	Paved	No NMT facilities
Feeder 14	Sedawa	Paved	No NMT facilities
Feeder 15	Finale	Paved	No NMT facilities

4.1.2 MLM NMT Links

Twenty NMT links were identified within MLM and are listed in **Table 4.3**. The NMT links connect to both trunk and feeder routes. Most of the NMT links are not paved and do not have NMT facilities provided.

TABLE 4.3: PROPOSED NMT LINKS WITHIN MLM (SEE TABLE 6.12 AS PART THE MDM-IPTN)

NMT Link	Description	Road Surface	NMT Facilities
NMT 1	De Oaks	Paved	No NMT facilities
NMT 2	Dingapong	Gravel and paved	No NMT facilities
NMT 3	Finale	Gravel	No NMT facilities
NMT 4	The Willows 1	Gravel	No NMT facilities
NMT 5	The Willows 2	Gravel	No NMT facilities
NMT 6	Sedawa 1	Gravel	No NMT facilities
NMT 7	Sedawa 2	Gravel	No NMT facilities
NMT 8	Makgaung	Paved	No NMT facilities
NMT 9	Turkey	Paved	No NMT facilities
NMT 10	Metz 1	Mostly paved	No NMT facilities
NMT 11	Metz 2	Mostly paved	No NMT facilities
NMT 12	Bismark 1	Gravel	No NMT facilities
NMT 13	Bismark 2	Paved	No NMT facilities
NMT 14	Bismark 3	Gravel	No NMT facilities
NMT 15	Moetladimo	Gravel	No NMT facilities
NMT 16	Balloon 1	Gravel	No NMT facilities
NMT 17	Balloon 2	Gravel	No NMT facilities
NMT 18	Lorraine	Gravel	No NMT facilities
NMT 19	Hlohlokwe	Gravel	No NMT facilities
NMT 20	Enable	Gravel	No NMT facilities

5 FINANCIAL MODEL

This section elaborates on the following:

a) Public Transport Operations.
b) Public Transport related Infrastructure.

5.1 PUBLIC TRANSPORT OPERATIONS

The following subsections are relevant:

a) Passenger Demand and Fleet Required per Service.
b) Travel distances.
c) Public Transport Services Expenses.

5.1.1 Passenger Demand and Fleet Required Per Service

The fleet requirement for MLM based on a 10% passenger demand growth factor is shown **Table 5.1.**

TABLE 5.1: FLEET REQUIREMENT FOR MLM BASED ON A 10% PASSENGER DEMAND GROWTH FACTOR (SEE TABLE 7.1 AS PART MDM-IPTN)

IPTN Routes	Demand	Demand VAR	Minibus	Midi Bus	Bus
Route 1 (PC 1)	3495	3845	-	20	20
Route 2 (PC 1)	1380	1518	-	30	-
Route 3 (PC 1)	1120	1232	-	24	-
Route 4 (PC 1)	656	722	-	15	-
Route 5 (PC 2)	1205	1326	-	26	-
Route 6 (PC 2)	788	867	-	33	-
Route 7 (PC 1)	368	405	10		-
Total	**9012**	**9915**	**10**	**148**	**20**

5.1.2 Travel Distances

Table 5.2 provides the average trip distances for MLM within MDM. (see Table 7.2 as part MDM-IPTN)

TABLE 5.2: MLM AVERAGE TRIP DISTANCES WITHIN MDM (SEE TABLE 7.2 AS PART MDM-IPTN)

Local Municipality	Median Kms
Greater Giyani	50
Greater Letaba	38
Greater Tzaneen	40
Maruleng	47
Ba-Phalaborwa	20

5.1.3 Public Transport Services Expenses

The annual estimated costs respectively for in MLM for minibus taxi, midibus and bus operations are R427 125; R813 830 and R1 968 153 respectively, based on the MDM-IPTN, which translates into cost per km of R25.42, R48.44 and R117.15 respectively as indicated in **Table 5.3** below.

TABLE 5-3: FLEET AND OPERATING COSTS PER PUBLIC TRANSPORT MODE (SEE TABLE 7.3 AS PART MDM-IPTN)

Costs	Seating Capacity		
	Minibus 15	Midibus 23	Bus 65
Vehicle Purchase Price	**R 528,800.00**	**R 1,040,000.00**	**R 3,000,000.00**
Monthly Vehicle Instalment	**R 11,643.49**	**R 24,074.88**	**R 71,738.27**
Variable Costs	**R 13,061.73**	**R 27,613.96**	**R 58,855.52**
Maintenance	R 5,929.29	R 17,787.88	R 35,575.75
Tyres	R 202.91	R 610.40	R 2,035.60
Fuel	R 5,033.28	R 4,579.00	R 8,806.00
Contingencies	R 1,896.25	R 4,636.68	R 12,438.17
Fixed Costs	**R 10,888.83**	**R 16,130.33**	**R 39,829.67**
Insurance- Vehicle and Passengers	R 3,525.33	R 6,933.33	R 20,000.00
Satellite Tracking	R 200.00	R 200.00	R 200.00
Driver	R 4,784.00	R 6,000.00	R 14,144.00
UIF	R 48.00	R 60.00	R 144.00
Ranking	R 100.00	R 100.00	R 100.00
Licence	R 181.50	R 487.00	R 1,791.67
Cleaning of Vehicle	R 400.00	R 600.00	R 1,200.00
Premises Rental	R 500.00	R 500.00	R 500.00
Accountant/Bookkeeper	R 500.00	R 500.00	R 500.00
Cell/Tel	R 200.00	R 200.00	R 700.00
Overheads	R 200.00	R 300.00	R 300.00
Bank Charges	R 250.00	R 250.00	R 250.00
Total Monthly Costs	**R 35,594.05**	**R 67,819.17**	**R 170,423.46**
Total Annual Costs	**R 427,128.60**	**R 813,830.04**	**R2,045,081.52**
COST PER KM	**R 25.42**	**R 48.44**	**R 117.15**

The report indicated that the subsidy rates in MDM are extremely low except for the R47,43 per km for Risaba Bus service. Any increase in the subsidy rate might place a burden on the fiscus as the operating km based on the operations plan has increased dramatically.

5.2 PUBLIC TRANSPORT RELATED INFRASTRUCTURE

The following subsections are relevant:

a) Gravel Road Upgrades.
b) Public Transport Stops
c) Public Ranks and Intermodal Facilities.

5.2.1 Gravel Road Upgrade

The identification of gravel road on the identified IPTN network was identified and requires upgrade. **Table 5.4** provides the breakdown of the gravel roads per km in each of the Local Municipality and the cost for upgrades.

TABLE 5.4: MLM GRAVEL ROADS UPGRADE WITHIN MDM: ESTIMATED COSTS (SEE TABLE 7-3 AS PART MDM-IPTN)

Local Municipality	Km Of Gravel	Cost Of Upgrade
Greater Giyani	141,48	R 2 122 m
Greater Letaba	9,04	R 135 m
Greater Tzaneen	58,24	R 873 m
Maruleng	33,48	R 502 m
Ba-Phalaborwa	18,85	R 283 m
TOTAL	**261,04**	**R3 916 m**

Table 5.5 provides a glimpse of the equitable share allocation as per Schedule 3 of the DORA for MDM and the Local Municipality with 2023 as a base year for financial calculations.

TABLE 5.5: MOPANI AND LOCAL MUNICIPALITIES EQUITABLE SHARE ALLOCATION (DORA 2023 AS BASE YEAR) (SEE TABLE 7-6 AS PART MDM-IPTN)

Municipality	FY-1	FY-2	FY-3	TOTAL
Greater Giyani	R376m	R402m	R392m	R1 170m
Greater Letaba	R366m	R392m	R382m	R1 140m
Greater Tzaneen	R521m	R562m	R560m	R1 643m
Ba-Phalaborwa	R205m	R221m	R220m	R 646m
Maruleng	R165m	R177m	R173m	R 515m
MOPANI DM	**R1 265m**	**R1 359m**	**R1 450m**	**R4 074m**

The need for basic services and infrastructure within municipalities has a negative impact on the prioritization of the gravel roads and consequently the upgrade of gravel roads is unaffordable over the MTEF period. It was recommended as part of the MDM-IPTN that the MDM and the MLM need to develop a programme over 10 to 20 years to eradicate gravel roads on the ITPN.

5.2.2 Public Transport Stops

The number of stops per LM within MLM and the estimated costs are contained in **Table 5.6** below.

TABLE 5.6: ESTIMATION OF COSTS (2023 MONITORY VALUE) FOR PUBLIC TRANSPORT STOPS. (SEE TABLE 7-7 AS PART MDM-IPTN)

Local Municipality	Number of Stops	Cost
Greater Giyani	122	R 2 440 000
Greater Letaba	116	R 2 320 000
Greater Tzaneen	106	R 2 120 000
Maruleng	78	R 1 560 000
Ba Phalaborwa	10	R 200 000
TOTAL	**432**	**R8 640 000**

5.2.3 Public Transport Ranks and Intermodal Facilities

Estimated number of ranks and intermodal facilities per LM within MLM and the estimated costs are contained in **Table 5.6** below.

TABLE 5.7: ESTIMATED NUMBER OF RANKS AND INTERMODAL FACILITIES PER LM WITHIN MLM AND THE ESTIMATED COSTS, 2023 MONITORY VALUE. (SEE TABLE 7.7 AS PART MDM-IPTN)

Local Municipality	Ranks	Estimate Sqm	Estimated Cost for Ranks	Intermodal	Estimate Size	Estimate Cost for Inter
Greater Giyani	1	800	R4 440 000	1	4000	R22 200 000
Greater Letaba	4	3200	R17 760 000	2	8500	R47 175 000
Greater Tzaneen	6	8500	R47 175 000	2	15000	R83 250 000
Maruleng	2	1600	R8 880 000	1	5000	R27 750 000
Ba Phalaborwa	1	800	R4 440 000	1	3500	R19 425 000
TOTAL	**14**	**14900**	**R82 695 000**	**7**	**36000**	**R199 800 000**

Table 5.8 contains a 5-Year Rank and Intermodal Facilities proposed implementation plan at 2023 monitory value. (see Table 7.9 as part MDM-IPTN).

TABLE 5.8: 5-YEAR RANK AND INTERMODAL FACILITIES PROPOSED IMPLEMENTATION AT 2023 MONITORY VALUE. (SEE TABLE 7.9 AS PART MDM-IPTN)

Year	No. Ranks	Estimated Rank Cost	No. Intermodal	Estimate Intermodal Cost	Total Cost
Year 1	2	R11 813 572	1	R28 542 857	R40 356 429
Year 2	2	R11 813 572	1	R28 542 857	R40 356 429
Year 3	3	R17 720 358	2	R57 085 714	R74 806 072
Year 4	3	R17 720 358	2	R57 085 714	R74 806 072
Year 5	4	R23 627 144	1	R28 542 857	R52 170 001
	14	**R82 695 004**	**7**	**R199 800 000**	**R282 495 004**

6 BUSINESS AND FINANCIAL PLAN

6.1 REVENUE AND COST ANALYSIS

This section extracted from the MDM IPTN contains the Revenue and Costs Analysis, Public Transport Operations Implementation Plan, Infrastructure Implementation Plan and Operational Subsidy for MLM.

Table 6.1 provides the Modal upgrade cost to replace the old Minibus with new Mini and Midi-buses. (see Table 8.1 as part MDM-IPTN), while **Table 6.2** provides a Bus replacement programme (see Table 8-2 as part MDM-IPTN)

Within MLM, a large portion of public transport trips are across provincial boundaries i.e., between Limpopo and Mpumalanga provinces. The estimated annual revenue for fares would be in the region of R469,8 million. This estimate is based on a total fleet of 269 vehicles (10 minibuses; 148 midibuses and 20 buses) providing the service. **Table 6.3** sets out the estimated fare revenue for Maruleng and Ba Phalaborwa.

TABLE 6.1: MODAL UPGRADE: REPLACE THE OLD MINIBUS WITH NEW MINI AND MIDI-BUSES. (SEE TABLE 8.1 AS PART MDM-IPTN)												
ACTIVITY/YEAR	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**2031/32**	**2032/33**	**2033/34**	**2034/35**	**TOTALS**
Taxis scrapped	20	30	60	60	60	80	80	80	90	100	100	760
Scrapping allowance (R)	3,02m	4,53 m	9,06 m	9,06 m	9,06 m	12,08 m	12,08 m	12,08 m	13,59 m	15,1 m	15,1 m	114,76 m
Replacement Minibus	10	20	32	38	40	50	56	20	20	20	12	318
New minibus cost (R)	5,288 m	10,576 m	16,921 m	20,094 m	21,152 m	26,440 m	29,612 m	10,576 m	10,576 m	10,576 m	6,345 m	168,158m
Replacement Midibus	20	30	55	60	70	70	70	80	58	24	22	559
New Midibus cost (R)	20,8 m	31,2 m	57,2 m	62,4 m	72,8 m	72,8 m	72,8 m	83,2 m	60,32 m	24,96 m	22,88 m	581,36 m

TABLE 6.2: BUS REPLACEMENT PROGRAMME (SEE TABLE 8.2 AS PART MDM-IPTN)												
ACTIVITY	**24/25**	**25/26**	**26/27**	**27/28**	**28/29**	**29/30**	**30/31**	**31/32**	**32/33**	**33/34**	**34/35**	**TOTALS**
New Bus	**2**	**8**	**12**	**17**	**20**	**20**	**20**	**25**	**10**	**10**	**15**	**159**
Costs (R)	**R6 m**	**R24 m**	**R36m**	**R51 m**	**R60 m**	**R60 m**	**R60 m**	**R75 m**	**R30 m**	**R30 m**	**R45 m**	**R477m**

TABLE 6.3: ESTIMATED FARE REVENUE FOR MARULENG (SEE TABLE 8.8 AS PART MDM-IPTN)										
Maruleng	**Origin - Destination**	**Full Route (Km)**	**Average g? Ops Km**	**Trips 3,5 Per Day Km**	**Operational Days Per Month**	**Fare Per Km**	**Pax Pd**	**Revenue Per Day**	**Revenue Per Month**	**Revenue Per Annum**
Route 1	Hoedspruit-Acornhoek	36,6	24,4	85,4	26	R1,45	3845	R 476 126	R 12 379 285	R 148 551 421
Route 2	Hoedspruit-Boelang	38,6	25,7	90,1	26	R1,45	1518	R 198 246	R 5 154 389	R 61 852 670
Route 3	Hoedspruit-Zoegnog	47,7	31,8	111,3	26	R1,45	1232	R 198 826	R 5 169 484	R 62 033 811
Route 4	Hoedspruit-Thulamahash	56,3	37,5	131,4	26	R1,45	722	R 137 528	R 3 575 722	R 42 908 662
Route 5	Hoedspruit-Bochabela/M	56,7	37,8	132,3	26	R1,45	1326	R 254 373	R 6 613 703	R 79 364 441
Route 6	Hoedspruit--GaSekororo	69,3	46,2	161,7	26	R1,45	867	R 203 281	R 5 285 310	R 63 423 720
Route 7	Buffelshoek-Welverdiend	27,0	18	63,0	26	R1,45	405	R 36 997	R 961 916	R 11 542 986
	TOTAL	**332,2**	**221,4**	**775,1**				**R 1 505 377**	**R 39 139 809**	**R 469 677 713**

Table 6.4 below provides a summary of monthly and annual estimated fare revenue for each of the local municipalities together with the fleet requirements to service the estimated demand.

TABLE 6.4: SUMMARY OF ESTIMATED MONTHLY AND ANNUAL FARE REVENUE AND FLEET (SEE TABLE 8.9 AS PART MDM-IPTN)

Relevant Municipality	Fare Revenue Per Month	Fare Revenue Per Annum	Minibus	Midibus	Bus
Greater Giyani	R14,8m	R177,3m	74	92	8
Greater Tzaneen	R60,6m	R726,8m	93	182	84
Greater Letaba	R45,7m	R548,3m	121	91	77
Maruleng	R39,1m	R469,7m	10	148	20
Ba Phalaborwa	R9m	R107,5m	20	46	
TOTAL	**R169,2m**	**R2 030m**	**318**	**559**	**189**

6.2 PUBLIC TRANSPORT OPERATIONS IMPLEMENTATION PLAN

Table 6.5 contains the MLM Operations Roll Out (see Table 8.14 as part MDM-IPTN).

TABLE 6.5: MARULENG OPERATIONS ROLL OUT (SEE TABLE 8.14 AS PART MDM-IPTN)

Route	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31	2031/ 32	2032/ 33	2033/ 34
ROUTE 1										
ROUTE 2										
ROUTE 3										
ROUTE 4										
ROUTE 5										
ROUTE 6										
ROUTE 7										

6.3 INFRASTRUCTURE IMPLEMENTATION PLAN

The subsequent section elaborates on:

a) Gravel Roads Upgrade Program.
b) Public Transport Ranks.
c) Intermodal Facilities.

6.3.1 Gravel roads upgrade programme

The subsequent sub sections elaborate on:

a) Overview.
b) Financial Implications.

6.3.1.1 Overview

Table 6.6 provides a breakdown of gravel roads on the network routes in each Local Municipality in MDM.

TABLE 6.6: GRAVEL ROAD PER NETWORK PER LOCAL MUNICIPALITY IN THE MDM (SEE TABLE 8.16 AS PART MDM-IPTN)	
Local Municipality	**Km of Gravel**
Greater Giyani	141,48
Greater Letaba	9,04
Greater Tzaneen	58,24
Maruleng	33,48
Ba-Phalaborwa	18,85
TOTAL	**261,04**

6.3.1.2 Financial Implications

The approach adopted as part of the MDM-IDP was to undertake the upgrading of gravel roads in batches. **Table 6.7** indicates the extent of gravel roads intended to be upgraded in MLM.

TABLE 6.7 INDICATES THE EXTENT OF GRAVELS ROADS THAT WILL BE UPGRADED IN MLM AS PART OF THE MDM-IDP. (SEE TABLE 8.17 AS PART MDM-IPTN)		
Batch	**Road Number**	**Length (km)**
1	D3878	12,0
2	D1583	10,7
3	D3902 and D3903	9,6
4	D3009	7,0
5	D3009	7,0
	Total	**46,3**

6.3.2 Public Transport Ranks

The subsequent sub sections elaborate on:

a) Overview.
b) Implementation Programme
c) Financial Implications.

6.3.2.1 Overview

Table 6.8 provides a summary of public transport ranks along the MDM-IPTN (see Table 8.20 as part MDM-IPTN).

TABLE 6.8: PUBLIC TRANSPORT RANKS ALONG THE MDM-IPTN (SEE TABLE 8.20 AS PART MDM-IPTN)		
Local Municipality	**Ranks**	**Estimate Area (m²)**
Greater Giyani	1	800
Greater Letaba	4	3200
Greater Tzaneen	6	8500
Maruleng	2	1600
Ba Phalaborwa	1	800
Total	**14**	**14900**

6.3.2.2 Implementation Programme

Table 6.9 provides the five-year public transport ranks delivery program as a best-case scenario (see Table 8.21 as part MDM-IPTN).

TABLE 6.9: FIVE-YEAR PUBLIC TRANSPORT RANKS DELIVERY PROGRAM (BEST-CASE SCENARIO) (SEE TABLE 8.21 AS PART MDM-IPTN)					
Local Municipality	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
Greater Giyani	1				
Greater Letaba		1	1	1	1
Greater Tzaneen		2	1	2	1
Maruleng	1		1		
Ba Phalaborwa	1				
Total per Annum	**3**	**3**	**3**	**3**	**2**

Table 6.10 provides a Seven-year public transport ranks delivery program as a worst-case scenario. (see Table 8-22 as part MDM-IPTN)

TABLE 6.10: SEVEN-YEAR PUBLIC TRANSPORT RANKS DELIVERY PROGRAM (WORST-CASE SCENARIO) (SEE TABLE 8.22 AS PART MDM-IPTN)							
Local Municipality	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**2028/ 29**	**2029/ 30**	**2030/ 31**
Greater Giyani	1						
Greater Letaba		1	1	1	1		
Greater Tzaneen		1		1	1	2	1
Maruleng			1		1		
Ba Phalaborwa	1						
Total per Annum	**2**	**2**	**2**	**2**	**3**	**2**	**1**

6.3.2.3 Financial Implications

The estimated cost is based on construction costs per square metre. **Table 6.11** provides the estimated construction costs for the construction of Public Transport Ranks.

TABLE 6.11: COST ESTIMATES FOR PUBLIC TRANSPORT RANKS (SEE TABLE 8.23 AS PART MDM-IPTN)

Local Municipality	Ranks	Estimated Area (m²)	Estimated Cost
Greater Giyani	1	800	R4 440 000
Greater Letaba	4	3200	R17 760 000
Greater Tzaneen	6	8500	R47 175 000
Maruleng	2	1600	R8 880 000
Ba Phalaborwa	1	800	R4 440 000
Total	**14**	**14900**	**R82 695 000**

6.3.3 Inter-Modal Facilities

The subsequent sub sections elaborate on:

a) Overview.
b) Implementation Programs.
c) Financial Implications.
d) Funding Sources.

6.3.3.1 Overview

Table 6.12 provides a summary of Inter-modal facilities required for MDM (see Table 8-26 as part MDM-IPTN).

TABLE 6.12: INTER-MODAL FACILITIES FOR MDM -IPTN (SEE TABLE 8.26 AS PART MDM-IPTN)

Local Municipality	Intermodal	Estimated Area (m²)
Greater Giyani	1	4000
Greater Letaba	2	8500
Greater Tzaneen	2	15000
Maruleng	1	5000
Ba Phalaborwa	1	3500
Total	**7**	**36000**

6.3.3.2 Implementation Programme

Table 6-13 provides the implementation rollout of identified Inter-Modal Facilities for MDM (see Table 8-27 as part MDM-IPTN).

TABLE 6.13: IMPLEMENTATION ROLLOUT OF INTER-MODAL FACILITIES (SEE TABLE 8.27 AS PART MDM-IPTN)								
Local Municipality	**2023/ 24**	**2024/ 25**	**2025/ 26**	**2026/ 27**	**2027/ 28**	**2028/ 29**	**2029/ 30**	**Number**
Greater Giyani	1							1
Greater Letaba		1				2		2
Greater Tzaneen			1		2			2
Maruleng				1				1
Ba Phalaborwa					1			1
Total Intermodal								**7**

6.3.3.3 Financial Implications

Table 6.14 provides information of inter-modal facilities per LM, the estimated size and construction costs.

TABLE 6.14: INTER-MODAL FACILITIES QUANTITY, SIZE, AND ESTIMATED COSTS. (SEE TABLE 8-28 AS PART MDM-IPTN)			
Local Municipality	**Intermodal**	**Estimate Area (m²)**	**Estimate Cost**
Greater Giyani	1	4000	R22 200 000
Greater Letaba	2	8500	R47 175 000
Greater Tzaneen	2	15000	R83 250 000
Maruleng	1	5000	R27 750 000
Ba Phalaborwa	1	3500	R19 425 000
Total	**7**	**36000**	**R199 800 000**

6.4 OPERATIONAL SUBSIDY

Table 6.16 sets out the modelled subsidy rate scenarios per km per month to breakeven. Assuming the breakeven rate is R57 per km then the annual PTOG allocation should eventually reach R934,6 million per annum.

TABLE 6.16: MODELLED SUBSIDY RATE SCENARIOS PER KM PER MONTH TO BREAKEVEN. (SEE TABLE 8-31 AS PART MDM-IPTN)

Utilisation	Subsidy: R45 per km	Subsidy: R47 per km	Subsidy: R48 per km	Subsidy R57 per km	Subsidy R55,70
100%	R 61 488 000	R 68 320 000	R 65 587 200	R 77 884 800	R 76 094 816
80%	R 49 190 400	R 54 656 000	R 54 656 000	R 62 307 840	R 60 886 784
70%	R 43 041 600	R 47 824 000	R 47 824 000	R 54 519 360	R 53 275 936

7 OPERATIONAL PLAN

A summarised list of projects is then provided in **Table 7.1**, with projected implementation programme, prioritisation, estimated costing as well.

TABLE 7.1: INCREMENTAL APPROACH TO INFRASTRUCTURE UPGRADING WITHIN MLM AS PART OF THE MDM-IPTN (SEE TABLE 9.2 AS PART MDM-IPTN)						
Project Number	**Description**	**Unit**	**Priority / Timeframe**	**Motivation**	**Estimated value (R million)**	**Implement Year**
PTN 004	Maruleng	78 Stops	0 – 3 years	Major public transport route, regional.	R 1,56	2027
PTF 005	Hoedspruit: Feasibility study and upgrade the existing Public Transport Facility into a multi-modal transfer facility. Detailed assessment of public transport rank facilities in terms of condition, operations, capacity, utilization, and limitations, with recommendations for infrastructure improvements.	1 Facility	0 – 3 years		R 27,75	2027
NMT 04	NMT links along feeder routes and NMT only links. NMT infrastructure linked to proposed road infrastructure upgrade projects along future public transport corridors.	10 km/year	0 – 3 years	Pedestrian safety enhancements along major public transport and school's route.	**Years 1, 2 and 3:** R 20m per year	2027
RIN 004 & RIN 005	Inclusive of Upgrades to comprise of: Non-motorised transport, bus shelters, public transport lay-bys, enhanced pedestrian crossing facilities. Horizontal and vertical alignment improvements Cross-section improvement Pavement improvement: gravel to asphalt Access management (intersection control and configuration) Stormwater management (bridges, culverts and road drainage prism)	Route 5: Hoedspruit to Mabi / Kgopong 56,7 km	> 10 years	Planning will take long inclusive of numerous governance aspects.	R 15mil/km	2035 - 2044
		Route 7: Buffelshoek to Welverdiend 27 km	> 10 years	Planning will take long inclusive of numerous governance aspects.	R15mil/km	2035 - 2044

8 IMPLEMENTED CONTRACT DURING 2025

As of the 1st of April 2025, new bus contracts were implemented across MDM, and they are listed in **Table 8.1** below. The contract values were, however, not disclosed to the Project Team and no Mini and Midi Taxis were incorporated as part of the Contracts. The LDTCS is at this stage still the Contracting Authority.

TABLE 8.1: BUS CONTRACTS IMPLEMENTED AS OF APRIL 2025

Bus Operator	Contract No	Contracted Routes	Contracted Buses	No Of Weekday Shifts
Mopani 1 (Giyani) Great North Transport	MOP1/2025	19	18	42
Mopani 2 (Hoedspruit) Great North Transport	MOP2/2025	62	40	97
Mopani Three Transport	MOP3/2025	60	49	149

Figure 8.1 contains the routes implemented as of the 1st of April 2025 with new bus contracts across MDM, while **Figure 8.2** contains more detailed information related to the routes specifically operated by the Mopani-2 Company for routes that falls within MLM.

Annexure A contains the Mopani-2 Service Designs, while **Annexure B** provides Taxi Operating Companies (TOC) Planning & Preparation Process. This document intends to provide some background and guidance on the process to be followed during the Taxi Operating Company (TOC) formation process to provide taxi scheduled services as part of/or separately from the IPTS.

It should further be noted that the TOC formation process should always be linked to a **Business Improvement** which may include, but is not limited to:

a) Grouping of vehicles owners (operators) and/or even associations.
b) Collectivising revenues.
c) Collectivising costs.
d) Collectivising management.
e) Moving towards scheduled services.

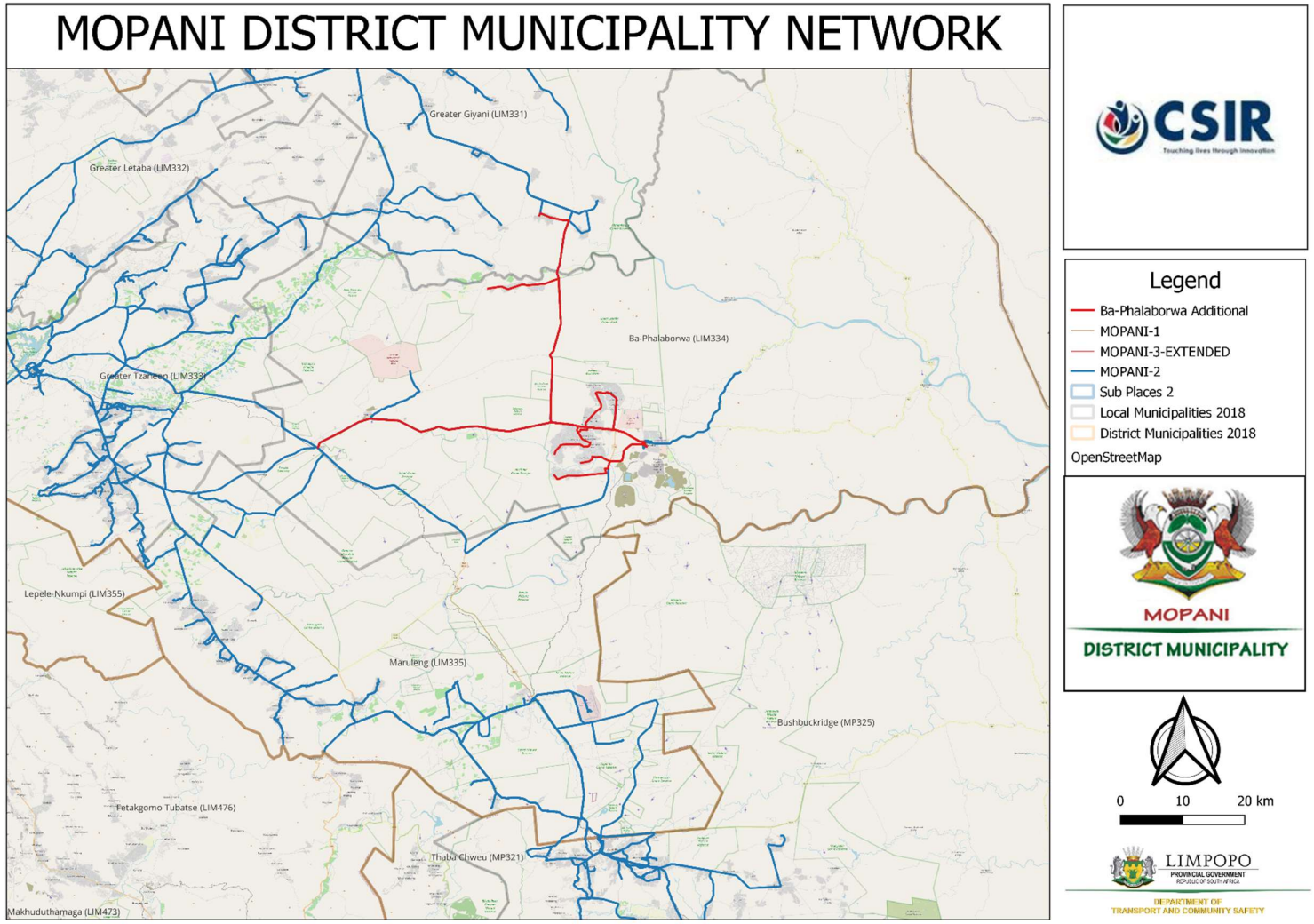


FIGURE 8.1: ROUTES IMPLEMENTED AS OF THE 1ST OF APRIL 2025 WITH NEW BUS CONTRACTS ACROSS MDM

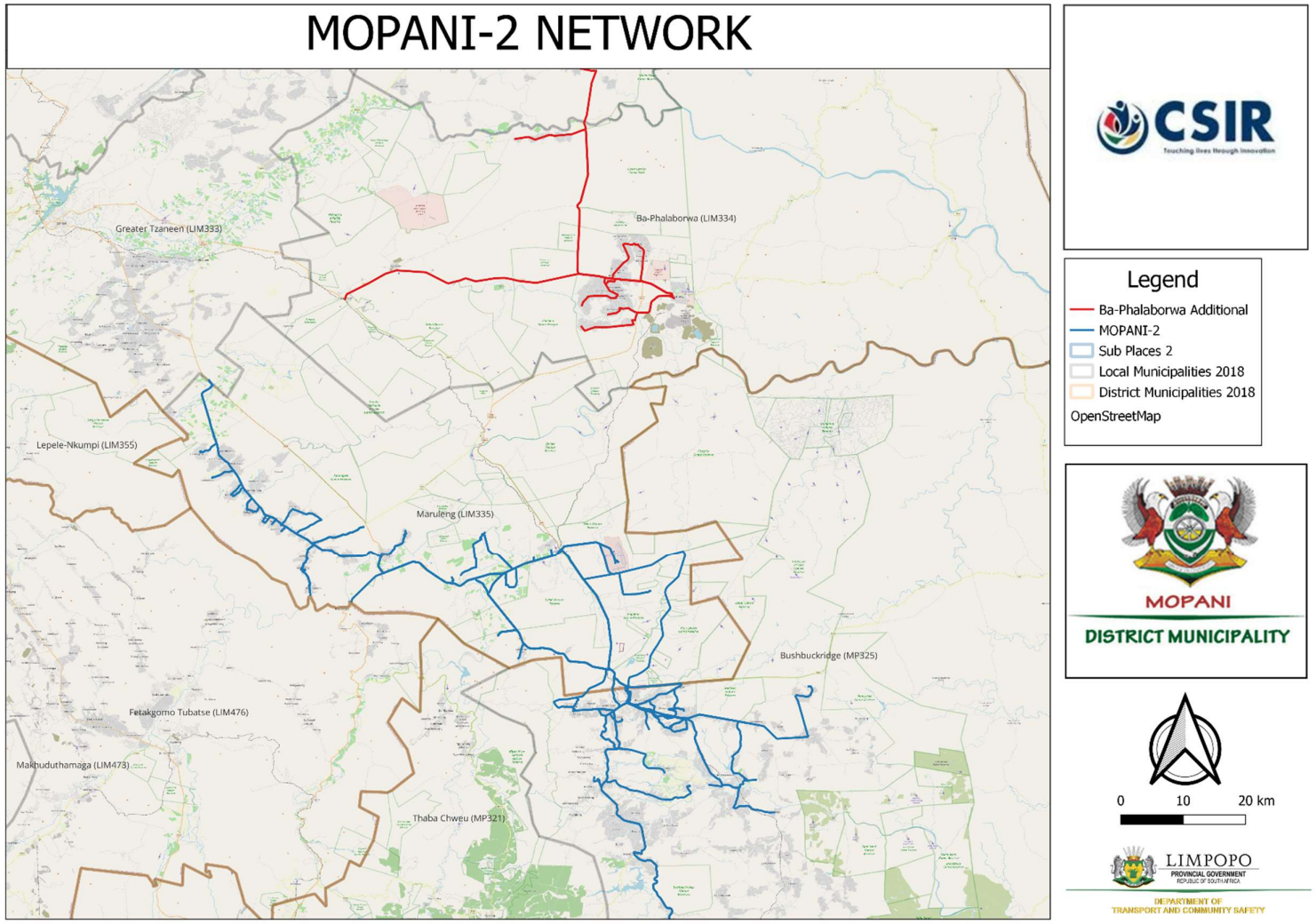


FIGURE 8.2: DETAILED INFORMATION RELATED TO THE ROUTES SPECIFICALLY OPERATED BY THE MOPANI-2 COMPANY FOR ROUTES THAT FALLS WITHIN MLM.

ANNEXURE A

MOPANI-2 SERVICE DESIGNS

TABLE A-1: MOPANI-2 SERVICE DESIGN FROM 1 APRIL 2025												
Route ID	**Origin**	**Destination**	**Route length**	**Mon**	**Tue**	**Wed**	**Thurs**	**Fri**	**Sat**	**Sun**	**P/H**	**Annual KM**
MOP2_001	MARIEPSKOP	HOEDSPRUIT SAPD	38	1	1	1	1	1	0	0	0	9,120
MOP2_001	HOEDSPRUIT SAPD	MARIEPSKOP	38	1	1	1	1	1	0	0	0	9,120
MOP2_002	BUYELANE	KAPAMA LODGE	36	1	1	1	1	1	0	0	1	8,640
MOP2_002	KAPAMA LODGE	BUYELANE	36	1	1	1	1	1	0	0	1	8,640
MOP2_003	BUFFELSHOEK VIA COTTONDALE	HOEDSPRUIT	52	1	1	1	1	1	1	0	0	14,976
MOP2_003	HOEDSPRUIT	BUFFELSHOEK/COTTON	52	1	1	1	1	1	1	0	1	14,976
MOP2_004	MALETSEGO	DRAKENSIG	44	1	1	1	1	1	1	0	0	12,643
MOP2_004	DRAKENSIG	MALETSEGO	44	1	1	1	1	1	0	0	0	10,536
MOP2_005	BUFFELSHOEK/COTTON VIA MATIKARENE, MONAMONENE	HOEDSPRUIT	58	1	1	1	1	1	0	0	0	13,992
MOP2_005	HOEDSPRUIT VIA MONAMONENE, MATIKARENE	BUFFELSHOEK/COTTON	58	1	1	1	1	1	0	0	0	13,992
MOP2_006	TSAKANE/GREENVALLEY	ESSEX/GLENCOE	66	1	1	1	1	1	0	0	1	15,912
MOP2_006	ESSEX/GLENCOE	TSAKANE/GREENVALLEY	66	1	1	1	1	1	0	0	1	15,912
MOP2_007	FINALE	HOEDSPRUIT	42	1	1	1	1	1	0	0	1	10,128
MOP2_007	HOEDSPRUIT	FINALE	42	1	1	1	1	1	0	0	1	10,128
MOP2_008	BOCHABELO	HOEDSPRUIT	55	1	1	1	1	1	1	0	1	15,754
MOP2_008	HOEDSPRUIT	BOCHABELO	55	1	1	1	1	1	1	0	1	15,754
MOP2_009	MAMETJA	HOEDSPRUIT	53	1	1	1	1	1	0	0	1	12,600
MOP2_009	HOEDSPRUIT	MAMETJA	53	1	1	1	1	1	0	0	1	12,600
MOP2_010	ENABLE	HOEDSPRUIT TERMINUS	60	1	1	1	1	1	0	0	1	14,352
MOP2_010	HOEDSPRUIT TERMINUS	ENABLE	60	1	1	1	1	1	0	0	1	14,352
MOP2_011	BUFFELSHOEK	BAVARIA	65	1	1	1	1	1	0	0	1	15,624
MOP2_011	BAVARIA	BUFFELSHOEK	65	1	1	1	1	1	0	0	1	15,624
MOP2_012	HEBRON	PARMA	71	1	1	1	1	1	0	0	1	17,136
MOP2_012	PARMA	HEBRON	71	1	1	1	1	1	0	0	1	17,136
MOP2_013	BUFFELSHOEK	BAVARIA	63	1	1	1	1	1	0	0	1	15,000
MOP2_013	BAVARIA	BUFFELSHOEK	63	1	1	1	1	1	0	0	1	15,000
MOP2_014	MALETSHEGO	BAVARIA	49	1	1	1	1	1	0	0	1	11,688
MOP2_014	BAVARIA	MALETSHEGO	49	1	1	1	1	1	0	0	1	11,688
MOP2_015	BROOKLYN	ESSEX	51	1	1	1	1	1	0	0	1	12,168
MOP2_015	ESSEX	BROOKLYN	51	1	1	1	1	1	0	0	1	12,168
MOP2_016	MOLALANE	HOEDSPRUIT	53	1	1	1	1	1	0	0	0	12,600
MOP2_016	HOEDSPRUIT	MOLALANE	53	1	1	1	1	1	0	0	0	12,600
MOP2_017	ROOIBOKLAAGTE (A)	PARMA / AMBROSIA	57	1	1	1	1	1	0	0	1	13,680
MOP2_017	PARMA / AMBROSIA	ROOIBOKLAAGTE (A)	57	1	1	1	1	1	0	0	1	13,680
MOP2_018	CASTEEL	BAVARIA	65	1	1	1	1	1	0	0	1	15,600
MOP2_018	BAVARIA	CASTEEL	65	1	1	1	1	1	0	0	1	15,600
MOP2_019	INAMA	HOEDSPRUIT	41	1	1	1	1	1	0	0	0	9,720
MOP2_019	HOEDSPRUIT	INAMA	41	1	1	1	1	1	0	0	0	9,720
MOP2_020	BUFFELSHOEK	BAVARIA ESTATE	60	1	1	1	1	1	0	0	1	14,400
MOP2_020	BAVARIA ESTATE	BUFFELSHOEK	60	1	1	1	1	1	0	0	1	14,400
MOP2_021	FINALE	HOEDSPRUIT	49	1	1	1	1	1	0	0	0	11,760

TABLE A-1: MOPANI-2 SERVICE DESIGN FROM 1 APRIL 2025												
Route ID	**Origin**	**Destination**	**Route length**	**Mon**	**Tue**	**Wed**	**Thurs**	**Fri**	**Sat**	**Sun**	**P/H**	**Annual KM**
MOP2_021	HOEDSPRUIT	FINALE	49	1	1	1	1	**1**	0	0	0	11,760
MOP2_022	THULAMAHASHE	BAVARIA	87	1	1	1	1	1	0	0	1	20,880
MOP2_022	BAVARIA	THULAMAHASHE	87	1	1	1	1	1	0	0	1	20,880
MOP2_023	BUFFELSHOEK	ESSEX	67	1	1	1	1	1	0	0	1	16,032
MOP2_023	ESSEX	BUFFELSHOEK	67	1	1	1	1	1	0	0	1	16,032
MOP2_024	BROOKLYN	BAVARIA	50	1	1	1	1	1	0	0	1	11,880
MOP2_024	BAVARIA	BROOKLYN	50	1	1	1	1	1	0	0	1	11,880
MOP2_025	GA-FANE	HOEDSPRUIT	63	1	1	1	1	1	0	0	0	15,120
MOP2_025	HOEDSPRUIT	GA-FANE	63	1	1	1	1	1	0	0	0	15,120
MOP2_026	HLUVUKANI	ESSSEX	98	1	1	1	1	1	0	0	0	23,568
MOP2_026	ESSEX	HLUVUKANI	98	1	1	1	1	1	0	0	0	23,568
MOP2_027	DINGLEDALE	RICHMOND	82	1	1	1	1	1	0	0	1	19,680
MOP2_027	RICHMIND	DINGLEDALE	82	1	1	1	1	1	0	0	1	19,680
MOP2_028	OKKERNOOT/MBONDWENI	HOEDSPRUIT	45	1	1	1	1	1	0	0	0	10,872
MOP2_028	HOEDSPRUIT	OKKERNOOTBOOM	45	1	1	1	1	1	0	0	0	10,872
MOP2_029	OKKERNOOT/MBONDWENI	BAVARIA	62	1	1	1	1	1	0	0	1	14,790
MOP2_029	BAVARIA	OKKERNOOTBOOM	62	1	1	1	1	1	0	0	1	14,790
MOP2_030	BALLOON	HOEDSPRUIT	99	1	1	1	1	1	0	0	0	23,760
MOP2_030	HOEDSPRUIT	BALLOON	99	1	1	1	1	1	0	0	0	23,760
MOP2_031	SIGAGULA	HOEDSPRUIT	45	1	1	1	1	1	1	0	0	12,816
MOP2_031	HOEDSPRUIT	SIGAGULA	45	1	1	1	1	1	1	0	0	12,816
MOP2_032	SIGAGULA	PARMA	65	1	1	1	1	1	0	0	1	15,480
MOP2_032	PARMA	SIGAGULA	65	1	1	1	1	1	0	0	1	15,480
MOP2_033	WHITECITY	ESSEX/HAMERKOPNES	76	1	1	1	1	1	0	0	1	18,240
MOP2_033	ESSEX/HAMERKOPNES	WHITECITY	76	1	1	1	1	1	0	0	1	18,240
MOP2_034	ISLINGTON	ESSEX/HAMERKOPNES	91	1	1	1	1	1	0	0	1	21,840
MOP2_034	ESSEX/HAMERKOPNES	ISLINGTON	91	1	1	1	1	1	0	0	1	21,840
MOP2_035	THULAMAHASHE	HOEDSPRUIT	98	1	1	1	1	1	1	0	0	28,080
MOP2_035	HOEDSPRUIT	THULAMAHASHE	98	1	1	1	1	1	0	0	0	23,400
MOP2_036	HOEDSPRUIT TERM	BUYELANE	40	1	1	1	1	1	0	0	1	9,600
MOP2_036	BUYELANE	HOEDSPRUIT	40	1	1	1	1	1	0	0	1	9,600
MOP2_037	AIRFORCE	BUYELANE	60	1	1	1	1	1	0	0	0	14,400
MOP2_038	MOREKU/NEWLINE	ESSEX/HAMERKOPNES	67	1	1	1	1	1	0	0	1	16,080
MOP2_039	TSAKANE/GREENVALLEY	HOEDSPRUIT	46	1	1	1	1	1	0	0	0	11,040
MOP2_040	CASTEEL VIA BOERS,SIZAGOGO, AND ROOIBOK	HOEDSPRUIT	69	1	1	1	1	1	0	0	0	16,560
MOP2_041	CASTEEL	AIRFORCE A	69	1	1	1	1	1	0	0	0	16,560
MOP2_042	HOEDSPRUIT	CASTEELVIA ZOEKNOG	62	1	1	1	1	1	1	0	2	17,856
MOP2_043	BUFFELSHOEK VIA COTTONDALE, CHAVELAGAZA	BAVARIA	85	1	1	1	1	1	0	0	1	20,448
MOP2_044	BUFFELSHOEK/COTTON STRAIGHT	AIRFORCE B	59	1	1	1	1	1	0	0	0	14,064
MOP2_045	AIRFORCE B VIA ACORNHOEK PLAZA	BUFFELSHOEK/COTTON	63	1	1	1	1	1	0	0	0	15,000
MOP2_046	BUFFELSHOEK/COTTON VIA ACORNHOEK PLAZA	HOEDSPRUIT	52	1	1	1	1	1	2	0	0	17,573

TABLE A-1: MOPANI-2 SERVICE DESIGN FROM 1 APRIL 2025												
Route ID	**Origin**	**Destination**	**Route length**	**Mon**	**Tue**	**Wed**	**Thurs**	**Fri**	**Sat**	**Sun**	**P/H**	**Annual KM**
MOP2_047	BUYELANE	DRAKENSIG	45	1	1	1	1	1	0	0	0	10,680
MOP2_048	ESSEX/HAMERKOPNES	MOREKU/NEWLINE	85	1	1	1	1	1	0	0	1	20,352
MOP2_049	DRAKENSIG	TSAKANE/GREENVALLEY	43	1	1	1	1	1	0	0	0	10,344
MOP2_050	DRAKENSIG	CASTEEL	64	1	1	1	1	1	0	0	0	15,336
MOP2_051	BAVARIA VIA ACORNHOEK PLAZA	BUFFELSHOEK/COTTON	52	1	1	1	1	1	0	0	0	12,552
MOP2_052	HOEDSPRUIT VIA ACORNHOEK PLAZA	BUFFELSHOEK/COTTON	53	1	1	1	1	1	0	0	0	12,744
MOP2_053	HOEDSPRUIT	BOCHABELO	74	1	1	1	1	1	0	0	0	17,712
MOP2_054	THULAMAHASHE	AIRFORCE C	88	1	1	1	1	1	0	0	0	21,072
MOP2_055	AIRFORCE BASE A	BUFFELSHOEK/COTTONDALE	57	1	1	1	1	1	0	0	0	13,704
MOP2_056	HOEDSPRUIT	BOCHABELO VIA MORIA FOOD	57	1	1	1	1	1	0	0	0	13,752
MOP2_057	THE WILLOWS	HOEDSPRUIT	45	1	1	1	1	1	0	0	0	10,680
MOP2_058	BAVARIA	BOCHABELO	48	1	1	1	1	1	0	0	0	11,400
MOP2_059	BAVARIA	COTTONDALE	61	1	1	1	1	1	0	0	0	14,640
MOP2_060	COTTONDALE	HOEDSPRUIT	56	1	1	1	1	1	0	0	0	13,440
MOP2_061	BAVARIA FRUIT ESTATE	THE WILLOWS	41	1	1	1	1	1	0	0	0	9,768
MOP2_062	Ballon	Hoedspruit Via Turkey 1-4	83	1	1	1	1	1	0	0	0	19,814
MOP2_062	Hoedspruit Via Turkey 1-4	Ballon	83	1	1	1	1	1	0	0	0	19,814
				97	**97**	**97**	**97**	**97**	**11**	**-**	**52**	**1,441,232**

ANNEXURE B

TAXI OPERATING COMPANIES (TOC)
PLANNING & PREPARATION PROCESS

LOCAL INTEGRATED TRANSPORT PLAN

MARULENG LOCAL MUNICIPALITY

2025-2030

LIMPOPO
PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF
TRANSPORT AND COMMUNITY SAFETY



PREPARED FOR:	ADDRESS:
MARULENG LOCAL MUNICIPALITY	64 SPRINGBOK STREET HOEDSPRUIT

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1. BACKGROUND

This document intends to provide some background and guidance on the process to be followed during the Taxi Operating Company (TOC) formation process to provide taxi scheduled services as part of/or separately from the PIRPTS.

It should further be noted that the TOC formation process should always be linked to a **Business Improvement** which may include, but is not limited to:

a) Grouping of vehicles owners (operators) and/or even associations.
b) collectivizing revenues.
c) collectivizing costs.
d) collectivizing management.
e) moving towards scheduled services.

2. DATA COLLECTION

The first step in TOC formation is the collection of all available data and where information does not exist, it needs to be collected. Both operational and financial information needs to be collected as part of the data collection process.

To ensure the data collection is complete, several questions need to be answered.

For data regarding **operations,** the following are required:

a) How big is the census survey sample?

   i) Are all trips surveyed at least once on a weekday (operations day)?
   ii) Scaling of data? **Where possible, this should be avoided at all costs.**

b) When are censuses/surveys done? Should it be:

   i) Mondays to Fridays
   ii) Saturdays
   iii) Sundays
   iv) Public holidays
   v) All paydays.

c) **Numbering of routes** during the survey:

   i) Should be **permit or OLS-based numbering**

d) Census/Survey trip ID linked to permit/OLS number where possible.

   i) Directional information per trip – “In”/“Out” – “Forward”/“Return” should be very clearly identified.
   ii) Clear Start and Stop Geo, Time, etc.
   iii) Clear boarding and alighting numbers/time Geolocation along the trip.

e) Trip information must be grouped per stop and per timeslot of 15 minutes during the day.
f) Information to be provided in an **Excel** Spreadsheet.

3. ENTITY FORMING/CONTRACTING

As part of the TOC process, it is important to move a part of a taxi association, a full taxi association or a group of taxi associations to a more formal entity that will operate the TOC. The entity should legally and financially be compliant to ensure that possible risks are mitigated. The entity should become a safe space for the taxi operators/taxi associations to enable the collectivizing of revenue and costs. The entity should also provide comfort to all so that the operational competition between individual owners are no longer necessary since the TOC operations are for the benefit of all participants.

Further to the above, the entity intends to provide a formal structure for the management of the TOC operations and functions as a legal entity which could be contracted privately (staff transport, etc.) or with the government (public transport services).
The structure of the TOC entity to be formed will differ from TA to TA; the share or shareholding of the entity will be determined at the time of forming the entity. Previous examples of one vehicle, one share or a percentage of the total values of vehicles, etc. can be used.

A more formal entity would also create an opportunity for the drivers and other staff involved in the association to be employed formally and gainfully by the entity and to ensure that the required labour relations/legislations, etc. are always observed.

4. OPERATIONS AND SERVICE PLANNING PROCESS

During the service planning process, a sequence of steps is followed of which the outcome of a previous step determines input to the next step.
Important decisions and steps to be followed are to investigate and decide on the possible operating philosophy to be followed; some examples:

a) Full scheduled service – a service that operates on fixed routes, with fixed timetables all the time.
b) Partly scheduled service – a service that may be fully scheduled for example for the peak periods, but then demand-driven in the off-peak
c) Service that is responding to demand only – a service that operates based on where the demand is at the time.

It is critical to determine which operating philosophy is to be followed before more planning is done since the philosophy might influence the methodology and process to follow.

A basis of design methodology is indicated in **Figure 4.1** below.

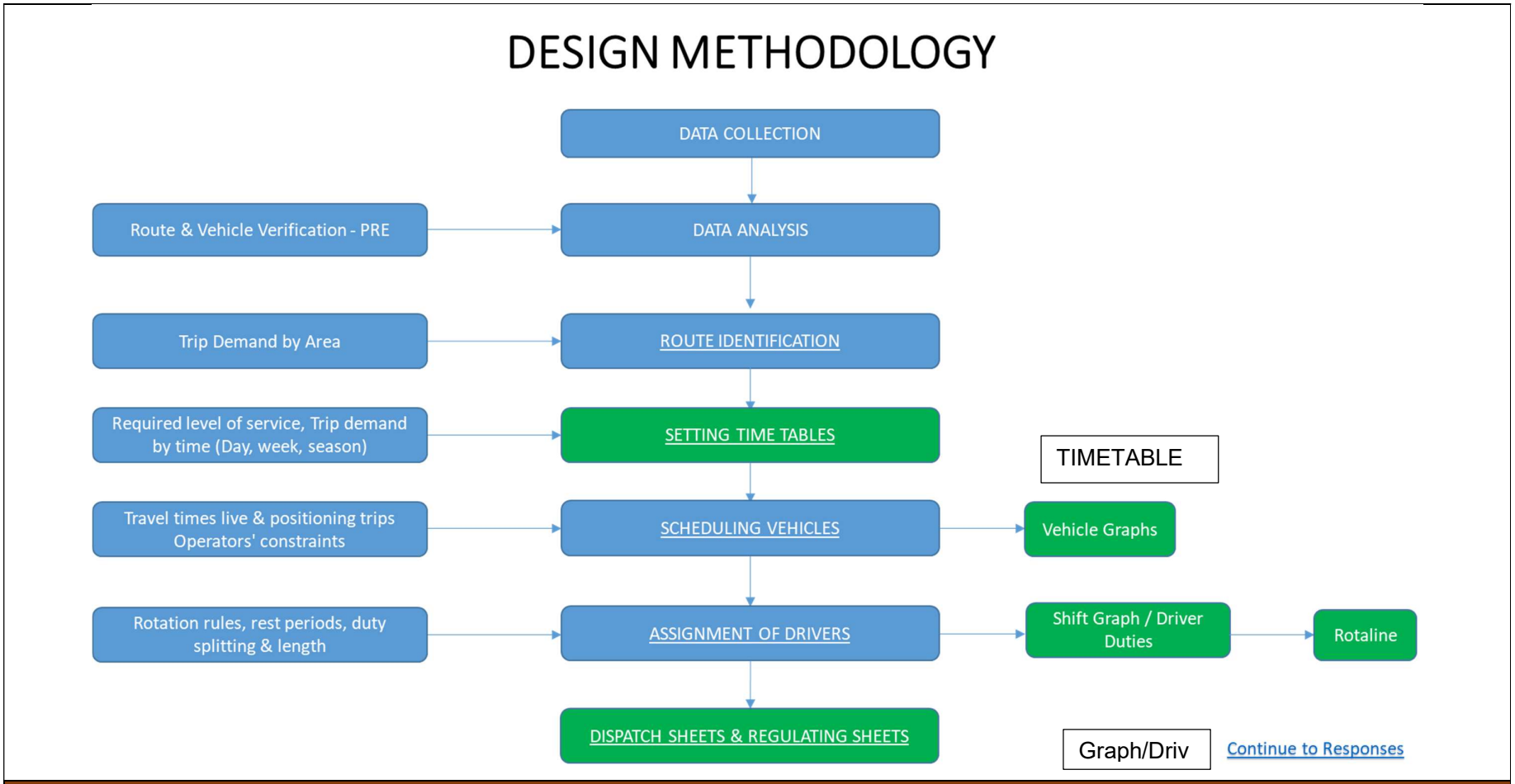


FIGURE 4.1: BASIS OF DESIGN METHODOLOGY

Required Level of Service, Trip Demand by Time (Day, Week, Season)

Travel Times Live and Positioning Trips Operators' Constraints

Rotation Rules, Rest Period, Duty Splitting and Length

4.1 Detailed Data Analysis

A detailed data analysis will be conducted after the data collection has been completed. Some of the analysis may include (but is not limited to):

a) PRE information – approved PRE routes are analysed per association to determine:

   i) Do associations keep to their own routes?
   ii) Can routes be ring-fenced per association?

b) Analysis of survey demand data in 15-minute intervals is done to understand the demand within the area.
c) Analysis of routing patterns/coverage – the analysis of the actual operational routing patterns will provide insight and input to determine the possible routing going forward.
d) Analysis of passenger demand – the analysis of the passenger demand will assist the setting of the timetables to determine the number of trips/journeys per route.

The data analysis is used to perform the following functions in more detail.

4.2 Route Identification

The route identification process is a stepped approach which can be explained as follows:

a) Current minibus taxi services might not be 100% operational on a fixed route structure; it is important to ensure large portions of the OLS routes are operated.
b) The more a particular section is operated with a viable number of passengers (at least 8), the higher the priority assigned for setting as a route.
c) Proposed routes must provide coverage for the majority of passengers as it will not be possible to serve every passenger on a fixed route structure.
d) The location and number of employment centres, schools, churches, hospitals, shopping centres and other venues of interest to passengers, have an impact on routing.
e) During the route determination process, trip distances and running times are determined for each route.
f) Some questions that need attention during the route determination process:

   i) Are only detailed routes determined?
   ii) Or also stops? It might be that no detailed stops were allocated since services should remain demand responsive (i.e. passengers to flag down vehicles).
   iii) Are actual identified bus stops required?

g) Routes are, however, allocated certain **timing points** to ensure running times are adhered to.

The route determination process forms a first input to the scheduling process.

The specific information determined is:

a) Route number, origin and destination.
b) Distance (km).
c) Running time.
d) Vehicle capacity.
e) Locations:

    i) Start points.
    ii) Stop points.
    iii) Depots.
    iv) Staging areas.

4.3 Timetable Setting

Once the route determination process has been completed, the focus can shift to the setting of the timetables.

The aim of setting the timetables is to:

a) meet the general demand as efficiently as possible.
b) meet variations in demand by time and route.

The following is important during timetable setting:

a) Capacity issues such as passenger numbers versus the number of trips or/frequency of trips to be implemented per route to cater for passenger demand.
b) Trip distances and running times used as a base for the timetable.
c) The number of passengers linked to legal carrying capacities of vehicles to ensure that trips are timetabled correctly and sufficient trips are allocated per time slot to satisfy demand.

The timetable setting process forms a second input to the scheduler. The following is specifically determined:

a) Route number for each trip/journey.
b) Start time for each trip/journey.
c) End time for each trip/journey.
d) Vehicle capacity required for each trip/journey.

4.4 Vehicle Scheduling

The input to the scheduler determined above will allow for a first draft vehicle scheduling to be done.

The aim of vehicle scheduling is to minimise the number of vehicles to be used but it also considers covering all trips to be offered.

The timetable details, route information (distance, etc.), running time, fueling requirements and trip details are all used in scheduling vehicles to trips and to create a vehicle utilisation graph to determine vehicle requirements.

Once the number of vehicles required is determined, the number of spare vehicles to be allocated for scheduled repairs/maintenance and breakdowns is done based on specific operational requirements.

4.5 Assignment of Drivers

The assignment of drivers follows from the vehicle scheduling. It is important to note that the assignment of the drivers might influence the number of vehicles since, in certain cases, the drivers are not able to get to the assigned vehicle to sign on for their shift, etc., thus more vehicles may be required.

The aim of driver assignment is the efficient use of manpower resources whilst maintaining the integrity of any work rule agreements as contained in for example SARPBAC agreement, the Basic Conditions of Employment Act, etc.

The assignment of drivers should particularly be decided on if the association moves to a more formal structure, since moving into a more formal structure might require more compliance with rules and regulations.

For example, drivers' shifts may be dependent on various constraints linked to **SARPBAC** agreement. If we take into consideration the current SARPBAC rules:

Currently, the maximum allowable hours of work per week for bus drivers are 45 hrs. In terms of operations, the following would be applicable:

a) A 6-day workweek is involved.
b) 7.5 hours of work per day need to be maintained as accurately as possible.
c) Meal intervals.
d) Rest intervals and periods of rest.
e) One full day of rest is to be given in a 7-day period.
f) Limitation of overtime stipulations (maximum of 15 hours per week).
g) Shift spread over limitations (14 hours currently but moving to 12 hours).

h) Driver shifts are compiled on a second graph from the vehicle requirements graph.
i) Based on the assignment/scheduling of drivers, the number of drivers required will be determined.

4.6 Additional Staff Requirements

Once again, the aim is the efficient use of manpower resources whilst maintaining the integrity of any work rule agreements as contained in, for example, SARPBAC agreement, the Basic Conditions of Employment Act, etc.

Depending on the type of operations certain support staff might be required, including but not limited to management, administration, finance, operational support, technical (including workshops) etc.

It is important to plan and prepare staff requirements, organograms, etc. during service planning to ensure operations are successfully implemented.

The total staff requirements also serve as inputs to the **Financial and Business Planning** and therefore it is important to do it as accurately as possible.

4.7 Documentation

Certain documents are needed to ensure the implementation of the services is done efficiently and correctly. The following documents (but not limited to) are used as base for the operations:

4.7.1 Drivers Operating Instructions

The following aspects form part of the documentation:

a) Trips to be operated are compiled to create a duty (sequence of trips to be operated by a specific driver).
b) Documented, detailed operating instructions compiled consisting of:

    i) Book-on/Book-off time/layover time, etc.
    ii) Route/Trip details in time order.
    iii) Any detailed instructions regarding timing points, when to fuel, when to break, etc.

c) This process is important as it provides:

i) Number of duties (drivers required).
ii) Number of split duties where required.
iii) Total number of changes.
iv) Total duty hours.
v) Average duty lengths.
vi) Total and average working hours.

4.7.2 Rota Line

a) Drivers are scheduled according to a rota line to ensure duties are always covered and that drivers are allocated days of or resting period.
b) Rota line is the documented roster of which driver works where and on which days/shifts.

4.7.3 Dispatch Sheets

a) Indicate the time on which every duty will be dispatched from the depot/starting point.
b) Time allowance for book-on time for the driver as well as vehicle allocation should it be required.

4.7.4 Regulating Sheets

a) Timetable/Duties converted in “regulator sheets”.
b) Regulating points are points allocated on a route or at route intersections which is the time on the timetable for the trips operated at that point.
c) Regulating points might be the same points as the “timing points.”

4.7.5 Other Documents

Any other documents that may be required such as:

a) Cash up control sheets.
b) Revenue control sheets.
c) Monitoring sheets.
d) Statistics collection sheets.

5. PILOT – TEST RUN PREPARATIONS

For the readiness check of the pilot or test run, the following is done:

5.1 Depots/Staging

a) Where do vehicles start from and finish on an operational day?
b) Where do vehicles stage?
c) Do drivers change over at any point in service or at specific locations/ depots/staging areas?
d) Where is the fueling done?
e) How will cash management be done?
f) Operational management at the ranks and depot to be determined.

5.2 Operations Plan

The operations plan consists of the following aspects:

5.2.1 Routes

a) What routes are to be operated?
b) Route distance (km).
c) Any variations on the route.
d) What are the running times?
e) Stops, whether formal or informal.
f) Timing points.

5.2.2 Timetables

a) Route including the origin and destination.
b) Start time of the trips.
c) Intermediate points and times.
d) End times.

5.2.3 Vehicles

a) The number of peak vehicles required to operate the system.
b) The number of vehicles per vehicle type to operate service.
c) Allocate vehicles to use.
d) Spare vehicle requirement for breakdowns and services, etc.

5.2.4 Schedules and Documents

a) Drivers operating instructions/duties/waybills.
b) Operations plan information – routes, timetables, depots and stops determine vehicles and drivers.
c) Sign on sheets.
d) Drivers' rota line.
e) Dispatch sheets.
f) Regulating sheets.
g) Cash up sheets.
h) Operational information/statistics.
i) At a later stage, it may also be required to have certain company policies and procedures developed such as how to deal with staff, passengers, cash, etc.

5.2.5 Drivers

a) The number of drivers.
b) Pay structure of drivers.

5.2.6 Operational Staff

a) Operational manager.
b) Dispatchers.
c) Regulators.
d) Cashiers.
e) Administrative personnel.
f) Other.

5.3 Other Important Considerations

a) Maintenance function:

    i) Washing and cleaning of vehicles.
    ii) Administration of maintenance.
    iii) Service, maintenance, COF schedules.
    iv) Tyre replacements and control.
    v) How will vehicles be maintained for the trial period?
    vi) Who is responsible for vehicle maintenance?

b) Availability of spare and ancillary vehicles.
c) Staff transport requirements.
d) Operating licences – are they correct and valid for the operations.
e) Financial readiness – are all financial requirements such as fueling, etc. available and ready.

5.4 AS-IS Financial Model/Business Model

a) AS-IS Base Financial Model to be compiled as a start – including available cost and revenue information.
b) Important to understand the current/AS-IS financial position of services.
c) Certain cost/financial information to be tracked during trial/pilot period to inform future financial and business modelling.

6. BUSINESS PLANNING AND FINANCIAL MODELLING

a) Once the operational plan is finalised, certain information such as numbers of vehicles, kilometres to be operated, number of drivers and staff, etc. become inputs for the operational costing to be done.
b) The form and structure of TOC "business" are to be used as a base to determine the relevant inputs to the financial modelling – formal business vs more informal would determine the inclusion or exclusion of certain cost items.
c) Important to determine the period of financial modelling (3 years, 5 years, etc.)
d) Costing of the services would include (grouped into):

    i) Variable cost.
    ii) Fixed cost.
    iii) Driver cost.
    iv) Overhead cost.

e) As part of the operational costing, an analysis of the fare structures is also conducted.
f) Profitability analysis.

6.1 Scheduled and Operated Kilometres

a) Routes and timetables with route distance are used to determine scheduled kilometres.
b) Additions for positioning kilometres, engineering kilometres, etc.
c) Linked do a daily calendar for the financial modelling period.

6.2 Number of Vehicles

a) Outputs from the vehicle and driver scheduling provide the vehicle numbers and driver needs.
b) Depending on the vehicle rotation process, more vehicles might be required when driver schedules are done.
c) The current state of vehicles is important to determine the recapitalisation process/progress.

6.3 Revenue Projections

a) Available revenue information used as a base:

    i) Survey data.
    ii) Discussions with associations.
    iii) Data provided by associations.
    iv) Information collected during the pilot period.

b) Revenue model built for financial modelling period:

   i) Possible revenue day allocation – “High”, “Medium”, “Low”, etc.
   ii) Determine revenue patterns linked to certain calendar days in a month.

c) Projections for revenue are done based on revenue day allocations and to be escalated by x% per annum – to be agreed.
d) Investigation into vehicle scrapping allowances and how this could form part of the TOC initial capital injections.

6.4 Variable Cost Estimations

The following variable costs are included in the business plan:

a) Fuel – estimated consumption linked to fuel price and scheduled kilometres.
b) Tyres – estimated tyre life linked to replacement and cost, rate per kilometre.
c) Lubrication (“top-ups”) – 1% on fuel added to cost as lubrication.
d) Maintenance – vehicle maintenance provisions from reputable vehicle suppliers as well as an in-depth understanding of current operators in South Africa used as a base and projected for the business plan.
e) Body (other) maintenance – an additional x amount to be added as maintenance provision for other maintenance.
f) All costs escalated annually by between 4% and 7% depending on the cost item.

6.5 Fixed Cost Estimations

The following fixed cost items to be included in the business plan (included but not limited to):

a) Insurance (comprehensive, passenger and SASRIA)
b) Accident claims excess provision
c) Audit fees – should TOC be operated as a formal business.
d) Bank charges
e) Cash management fees
f) Cell phones, telephones and the Internet
g) Cleaning costs (depot and vehicles)
h) Salaries and wages (drivers and other staff) – driver costs may be calculated as standalone.
i) Licences/COFs
j) Depot rental
k) Security cost (depot)
l) Software and hardware provision general and AFC
m) Stationery
n) PRDP provision and medicals

o) Tracking/Operational management systems
p) Uniforms
q) Utilities (rates and taxes, water, etc.)
r) Workshop cost provision – should vehicles still be maintained in a workshop format as well.
s) Any other costs that may be deemed necessary.

6.6 Other Costs

Certain other cost items are to be investigated for inclusion:

a) Cost of supporting infrastructure – depots/staging areas, etc.
b) Additional operations and back-office support systems.
c) Cost of human resource development.
d) Additional staff costs – ranks, guards, etc.
e) Parking/Rank fees and costs.
f) Owners' earnings – including process flow of how owners will earn.
g) Service vehicles – the cost of any/all support vehicles to the services.
h) Fleet/Vehicle recapitalisation.
i) Net Present Value (NPV) calculations – licencing/permits, etc.

6.7 SARS/Taxes

Included in the financial modelling would be the impact of:

a) Company tax.
b) Depreciation.
c) Interest deductions.

7. STAFF – DRIVERS AND OTHER

a) It is important for TOC formation to determine the total number of staff required to operate the services.
b) The level of complexity of the operations would determine the details required in the organogram of the TOC.
c) The number of drivers is determined through the scheduling process.
d) TOC management and further support staff are to be determined by the size of the TOC operations.

8. BUSINESS PLANNING AND FINANCIAL MODELLING

An important part of TOC planning and preparation is mandatory training to ensure the TOC can function properly:

a) Relevant operational staff, including drivers, must be trained in terms of the new dispensation.
b) Training as a minimum should include:

   i) Relevant labour legislation – ensure compliance with at least basic conditions of employment.
   ii) SARPBAC – should TOC planning be done in terms of SARPBAC, relevant training to be provided.
   iii) Operational training – how to operate the services as planned (from timetables to duties, etc.)
   iv) Transport documentation – how to use and complete the documentation compiled used as a benefit to the TOC correctly.
   v) Basic recordkeeping – implement recordkeeping to ensure information is readily available.
   vi) Basic budgeting and accounting – depending on the formality level of accounting to be done, relevant training is to be provided or arranged.

9. OPERATIONAL READINESS CHECKS AND BALANCES

Once the more formalised TOC is ready to commence with formal operations, it is important that several checks are conducted to assess the readiness for the operations. It should be noted that the list and details provided here is of a general nature and, therefore, some of the items may be required and others not. Further to this, there might be more items added to the checklist depending on the specific services to be operated by the TOC.

To ensure the TOC operations are ready to commence, the following (included but not limited to) are checked should the TOC be in a more formalised structure. **Tables 9.1 - 9.7** provide the operational readiness requirements.

TABLE 9.1: OPERATIONAL READINESS
SCHEDULING FUNCTION
Determine vehicle requirement
Availability and readiness of drivers' duties
Availability and readiness of despatch sheets
Availability and readiness of regulator timekeepers report
Availability and readiness of drivers' rota line
OPERATIONAL FUNCTION
Availability of trained drivers
Availability and training of the despatch function
Availability and training of the regulating function
Availability and training of the inspection function
Availability and training of the operational administrative function
Availability and training of the management function – superintendents
Availability and training of accident/maintenance clerk for reporting and recording of accidents
AVAILABILITY OF CONTROL DOCUMENTS
Availability and readiness of a driver's vehicle inspection sheet
Availability and readiness of driver licence and PDP control register
Availability and readiness of a gate control sheet for security
Availability and readiness for reporting of accidents - insurance forms
Availability and readiness of a variation order register
OPERATIONAL POLICY AND PROCEDURES
Availability and readiness of two-way radio procedure
Availability and readiness of route revenue shortage procedure
Reporting investigating and recording of vehicle accidents
Handling and controlling of fire extinguishers
Handling and controlling of free travelling on buses
Handling and controlling of ancillary vehicles
Handling and controlling of penalties recorded
Monthly operational report

TABLE 9.1: OPERATIONAL READINESS
Handling and controlling of vehicle scheduled services
Handling and controlling of electronic ticket machines
Payment in respect of lost, stolen or damaged operational equipment
MAINTENANCE FUNCTION
Availability and readiness of a wash bay - personal and equipment
Availability and storage of cleaning materials for washing and cleaning of buses
Availability and storage of AdBlue if relevant
Availability and readiness of wash bay staff
Availability and training of the maintenance administrative function
Availability and readiness of a daily vehicle kilometre file
Availability and readiness of a vehicle service schedule
Availability and readiness of a bus out of service register
Availability and readiness of a vehicle licence and COF register
Availability and readiness of tyre control system
Responsibility for maintaining vehicles
AVAILABILITY OF AN ANCILLARY VEHICLE FLEET
Availability of vehicles
Availability of ancillary vehicle control forms
STAFF TRANSPORT
Availability and readiness for transporting staff from residential areas to depot and back - contract with a third party
OPERATING LICENCES
READINESS TO DEAL WITH THIRD-PARTY INSTALLATIONS
Radios - despatch and buses
Cameras - depot and taxi vehicles
Electronic machines - buses - despatch and cashier offices
Computer and printers - management, despatch, superintendents, maintenance clerk and operations administrative clerk
ADHERENCE TO SARPBAC AGREEMENT

TABLE 9.2: FINANCIAL READINESS
Availability of working capital
Availability and readiness of a bank account
Availability of systems
Availability of departmental budgets for cost control
Responsibility for preparing invoices
Responsibility for preparing payment certificate format for monthly claims
Existence of a fuel contract
Existence of a tyre contract
Existence of printers and switchboard machines contract

TABLE 9.2: FINANCIAL READINESS
Existence of a depot security contract
Existence of a two-way radio repair contract
Arrange and conclude contracts for IT repairs and depot server.
Responsibility for preparing management accounts and financial statements
Availability and readiness of financial policies and procedures
All insurance in place
Availability of procurement policy
Responsibility for record-keeping
Availability of an asset register
Availability and training of debtors and creditor clerks
Availability and readiness of banking procedure

TABLE 9.3: HUMAN RESOURCES READINESS
STAFF APPOINTMENTS
Existence of organogram
Availability and readiness of advertising job titles as per organogram
Availability and readiness of employment contracts
Existence of preliminary job descriptions per job category
Availability and readiness of interview questions per job category
Availability and readiness of induction program to appointed staff members
Availability of management and administrative staff
Availability and readiness of outside training programs scheduled for staff -
Firefighting – drivers
First aid training – drivers
UA training
Basic computer training - management and administrative staff
Availability of operational policies and procedures
Cost of additional staff not included in the organisational organogram
Adherence to SARPBAC
HUMAN RESOURCES POLICIES
Availability and readiness of company code of conduct
Availability and readiness of a disciplinary and grievance procedure
Availability and readiness of a clocking system
Availability and readiness of a time and attendance register or system
Availability and readiness of a health and safety plan
Availability of all staff in all other departments
Availability and readiness of a filing system for all staff appointed
Availability of control documents
Availability and readiness for complying with Covid-19 regulations

TABLE 9.4: DEPOT INFRASTRUCTURE READINESS
Availability of depot infrastructure
Suitability of the depot
Availability of a ready line
Availability of a sick bay - vehicles waiting for repairs
Safety of staff assets and rolling stock
Availability for staff parking - inside depot (management) - outside (drivers)
Availability of training facility in the depot
Availability of drivers restroom
Availability of security office

TABLE 9.5: MAIN OFFICE INFRASTRUCTURE READINESS
Availability of drivers restroom
Availability of board room
Availability of offices for management and clerical staff
Availability of despatch office
Availability of drivers' lockers - for storage of drivers' personal items
Availability of drivers' safes

TABLE 9.6: WORKSHOP INFRASTRUCTURE READINESS
Availability of workshops and tyre facilities for fitting and removing of tyres
Availability for storage of tyre stock
Availability for storage of spares/bus windscreens and windows
Availability to perform wheel alignment on buses
Availability and readiness of a wash bay
Availability and storage of AdBlue
Availability of refuelling facilities
Availability of an under roof service (enclosed) pit for checking vehicles and wheel alignments

TABLE 9.7: VEHICLE READINESS
Receive vehicles
Conduct a vehicle inspection - fire extinguisher, spare wheel, triangle, jack, wheel spanner - inspect bus for defects
Prepare a snag list of all problems detected and hand it over to contract authority
Availability of the contract authority for fitting decoy signage on vehicles - rules of carriage, route maps, certification of seated and standing passengers etc.
Availability of operating company to provide signage of company details
Availability and readiness of a wash bay
Sign hand over of vehicles
Remove spare wheels, jacks and wheel spanners and place in the storeroom
Brand all tyres for control purpose
Allocate buses with fleet numbers
Register buses
Obtain roadworthy certificates
Provide holder with lock facility in buses for operational permit
Provide holder in buses for storing paper rolls for ETM machine - prevent rolls from rolling
Make vehicles available to the supplier for fitting of electronic ticket machine bracket and machine
Make vehicles available to the supplier for fitting of cameras
Make sure speedometer readings are correctly calibrated and in line with GPS readings