

POLICY : TAXI CONFLICT RESOLUTION PROCESS

ITEM PT 84-2001
CM : 29.11.2001

STANDARD OPERATING PROCEDURE (SOP) : TAXI CONFLICT RESOLUTION PROCESS FOR IMPLEMENTATION IN THE ENTIRE EKURHULENI METROPOLITAN MUNICIPALITY REGION (Item PT 136-2001)

RESOLVED:

1. **That** the Standard Operating Procedure (S.O.P.) for the Taxi Conflict Resolution Process, as developed in-house, **BE APPROVED**.
2. **That** the Standard Operating Procedure (S.O.P.) for the Taxi Conflict Resolution Process in (1) above **BE IMPLEMENTED** throughout the Ekurhuleni Metropolitan Council area, with immediate effect.
3. **That** the following individual officials, together with their contact numbers as identified from both the Public Transport, Roads & Civil Works and the Public Safety departments to undertake Step 2 of the above S.O.P., being the Investigation/Fact Finding and Report Back after a conflict or violence situation becomes known, **BE ACCEPTED** and that two additional officials (one from Roads, Transport and Civil Works and one from Public Safety) **BE ADDED** and **BE ALLOCATED** to the Three Regions of Ekurhuleni Metropolitan Council:

DEPARTMENT	CONTACT PERSON	CONTACT NUMBER
Roads, Transport & Civil Works	Mr U Mojapelo	(011) 394-7424
	MrTFJele	(011) 820-4266
Public Safety	MrGS Lehihi	(011) 861-2451
	MrHN Nkosi	(011) 741-6543

4. **That** a Conflict Resolution Officer **BE APPOINTED** by the Ekurhuleni Metropolitan Council Public Safety Department as a matter of urgency, in order to take charge and manage conflict situations within the Ekurhuleni Metropolitan Council Region.
5. **That** both the Gauteng Department of Transport and Public Works (Gautrans) and the Gauteng Transport Registrar **BE FORMALLY** informed of the Standard Operating Procedure (S.O.P.) for the Taxi Conflict Resolution Process, as developed.
6. **That** the possibility of a mental health component **BE INVESTIGATED** by the National, Provincial and Local Government where programmes for stress reduction can be developed and implemented in the taxi industry.
7. **That** the cellular phone numbers of the officials referred to in (3) above also **BE MADE** available.

STANDARD OPERATING PROCEDURE (SOP): TAXI CONFLICT RESOLUTION PROCESS FOR IMPLEMENTATION IN THE ENTIRE EKURHULENI METROPOLITAN COUNCIL REGION

PURPOSE OF REPORT

To standardise the methodology of handling taxi-related conflict in a uniform manner, throughout the Ekurhuleni Metropolitan Council region and to spell out the roles, responsibilities and areas of competence of each individual role player in the conflict resolution process.

BACKGROUND

At the first Regional Taxi Co-ordination and Liaison meeting held on 4 April 2001 between the Ekurhuleni Metropolitan Council (EMC) and the Ekurhuleni Taxi Council (ETC), the burning issue of outstanding taxi conflict in the region was discussed. The meeting resolved, amongst others, that a task team, headed by Mr Lourens Swanepoel, be established to investigate and determine the way forward with regard to how taxi conflict should be addressed in future.

At the Roads, Transport & Civil Works Portfolio Committee Meeting, held on 17 April 2001, the Conflict Resolution Report for the Calendar Year up to 31 March 2001 (Item No.: 66/2001) served. Amongst others, it was resolved as follows:

“(c) That officials be tasked with the development of a standard operating procedure (SOP) for the handling of future taxi conflict situations and that a report be submitted to the Portfolio Committee, as a matter of urgency.”

METHODOLOGY FOLLOWED IN DEVELOPING THE S.O.P.

The draft SOP. was developed and refined by the various role players, until consensus was reached with the Passenger Transport Task Team (PITT). The draft S.O.P. in the form of a flow diagram was then introduced to both the ETC and the Gauteng Transport Registrar on 21 May 2001, during a special meeting arranged for this purpose. On 6 June 2001, during the second co-ordination and liaison meeting held between the EMC and the ETC, Mr Swanepoel made a presentation on the final draft version of the document. (Attached as Annexure A). The ETC was then given another opportunity to give final input and were requested to declare their acceptance of the S.O.P. in writing.

Refer to Annexure B attached for letter in this regard from the ETC. Comments received from the EMC Interim Executive Manager: Public Safety is attached as Annexure C.

TAXI CONFLICT RESOLUTION PROCESS

The Taxi Conflict Resolution Process, as depicted in Annexure A attached, consists of the following seven (7) main steps:

1. Become Aware of the Conflict/Violence Situation

The Council can become aware of a conflict or violence situation via a number of sources. These sources can vary from the interactions and feedback from the community and Ward Councillors, to the taxi associations and other role players within the affected area. Newspaper/media articles can be seen as a reactive source, but is nevertheless highly effective.

2. Investigation/Fact Finding and Report Back

Immediately, as soon as a conflict or violence situation becomes eminent, the EMC, together with the ETC need to act rapidly. Ekurhuleni Metropolitan Council officials (both from the Roads, Transport & Civil Works and the Public Safety departments), together with the ETC Conflict Resolution Committee Head (Mr LS Williams 083 422 9005) will embark on a fact finding mission, visiting the effected area(s) in order to investigate the extent of the problem and report back to the Conflict Resolution Officer

3. SAPS/EMC Public Safety Department Involvement

As soon as the investigation in Step 2 have been completed and the delegation report that the conflict is of a criminal nature (e.g. shootings or murders), the SAPS and the EMC Public Safety Department need to be informed in order to take immediate action.

4. Assessment/Evaluation of Situation and Preferred Course of Action

In this step the preferred course of action is identified through the assessment and evaluation of the situation, followed by spelling-out possible actions and then evaluating the alternative solutions and selecting the most appropriate solution.

The role players can vary from the SAPS (if the problem is of a criminal nature), EMC Roads, Transport & Civil Works department (if the problem affects the Integrated Transport Planning (ITP) process or if route/rank information is required) and the EMC Public Safety department (if the problem is of a traffic/law enforcement nature), and Gauteng Department of Transport and Public Works (Gautrans).

5. Register/Log Conflict or Violence Situation

As soon as the assessment of the situation and the determination and the preferred course of action is complete, the conflict or violence needs to be registered. The reasoning behind the registration of conflict or violence situation is to formally recognize and take note of the underlying problems in order to take formal actions in an attempt to solve these problems. The registration takes place under the following headings:

- Number
- Date
- Conflicting Parties
- Description of Conflict
- Proposed Action
- Action Taken
- Resolution

The latter two columns (Action Taken & Resolution) in the register will not be completed at this stage, due to the fact that no informal or formal actions have been taken until now.

6. Actions

The possible actions that can be taken to solve a conflict can either be of an informal or formal nature. The approach adopted is that a solution should come from the lowest level possible. In this vain! the taxi industry (ETC) is a major role player in trying to resolve conflict on grass-roots level. The conflict is thus! as a first resort, referred to the ETC to address the conflict by means of

conciliation by its Conflict Resolution Committee. The EMC, in its role of facilitator, co-ordinator and organizer is seen to drive and monitor the informal processes. It should be noted that up to this stage 1 the Provincial Government (Gautrans) is not at all involved in the conflict resolution processes and is only responsible for the more formal processes. The five possible actions identified, together with the responsible bodies/institutions are as follows:

- 6.1 Conciliation (informal negotiations) Referral to ETC Conflict Resolution Committee.
- 6.2 Conciliation (Informal negotiations) — Referral to EMC Mayor or designated person.
- 6.3 Mediation (Formal) Gautrans MEC or designated person.
- 6.4 Arbitration (More Formal) Gautrans MEC or designated person
- 6.5 Law to take its course.

The above five actions represent an incremental approach to solve conflict situations and therefore the total conflict resolution process can be terminated after completion of any of the above five actions. After each action (Steps 6.1 through to 6.5) the question is asked whether the conflict is fully resolved. If the answer to this question is Yes, the action process is terminated and all the steps up to 6.5 can be by-passed and process can commence again with Step 7. If the answer is however No, the process must continue through all the action steps up to 6.5, before continuing to Step 7.

7. Monitoring, Evaluation and Follow-up

After the conflict has been fully resolved, and/or Step 6.5 has been completed, a monitoring and evaluation process need to be conducted. Continuous follow-up need to take place in order to monitor and prevent any possible re-occurrence of the same conflict situation.

In order to complete the full circle, the full extent and history of events and actions taken during the conflict resolution process need to be recorded in the register. The two columns in the register, previously not completed, is now filled in, as to reflect the Action(s) Taken in resolving the conflict, as well as all Resolutions Taken. This final step concludes the entire process and completes the full circle.

RECOMMENDATION

1. **That** the Standard Operating Procedure (S.O.P.) for the Taxi Conflict Resolution Process, as developed in-house, **BE APPROVED**.
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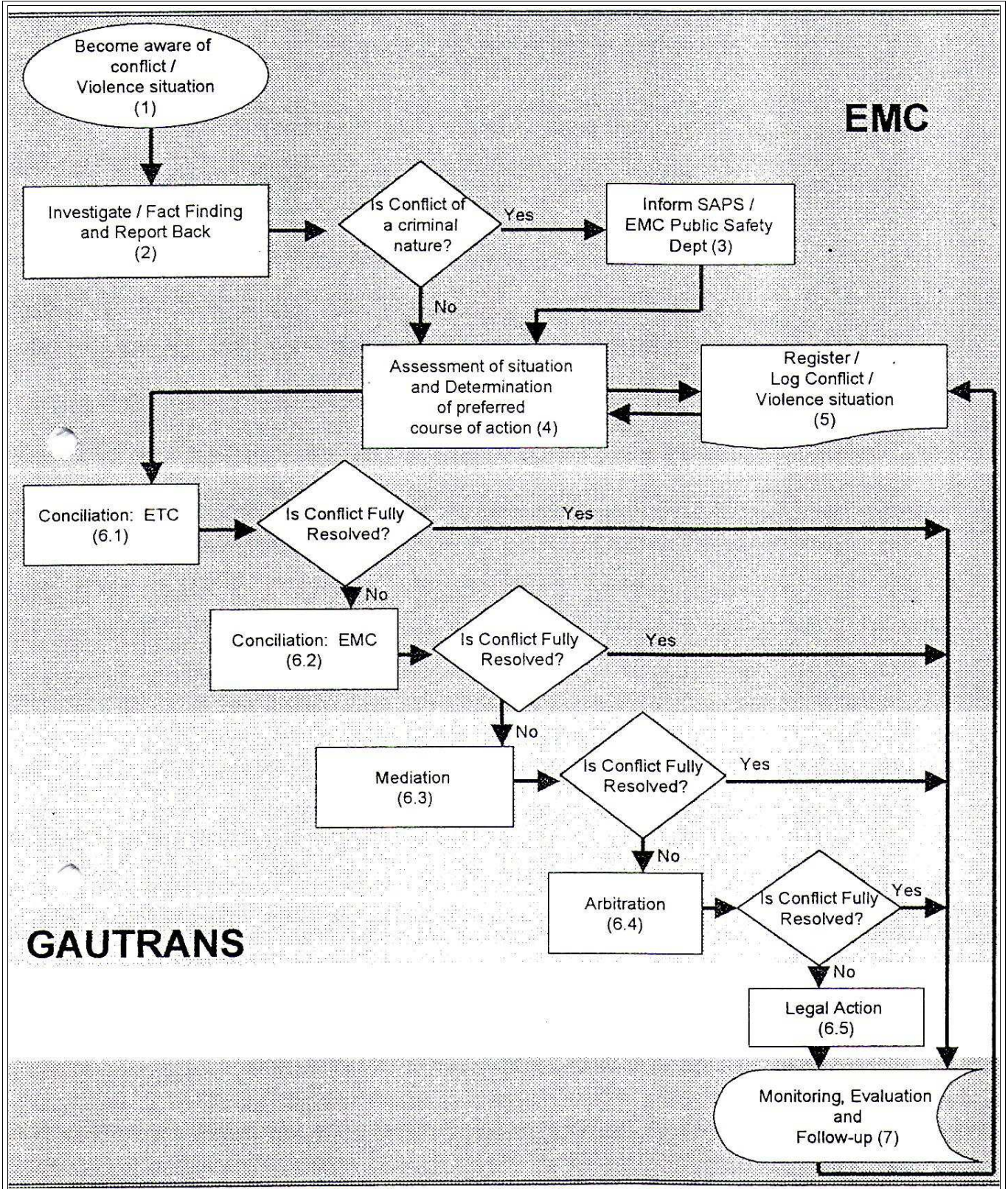
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5. **That** both the Gauteng Department of Transport and Public Works (Gautrans) and the Gauteng Transport Registrar **BE FORMALLY** informed of the Standard Operating Procedure (S.O.P.) for the Taxi Conflict Resolution Process, as developed.
6. **That** the possibility of a mental health component **BE INVESTIGATED** by the National, Provincial and Local Government where programmes for stress reduction can be developed and implemented in the taxi industry.
7. **That** the cellular phone numbers of the officials referred to in (3) above also **BE MADE** available.

EKURHULENI METROPOLITAN COUNCIL

STANDARD OPERATING PROCEDURE (SOP) :
CONFLICT RESOLUTION PROCESS FOR TAXIS

(Draft for discussion purposes)



EKURHULENI METROPOLITAN COUNCIL

STANDARD OPERATING PROCEDURE (SOP) : CONFLICT RESOLUTION PROCESS FOR TAXIS

(Draft for discussion purposes)

1. Become aware of conflict / Violence situation

Sources: Community, Ward Councillor, Taxi Associations, Newspapers, etc.

2. Investigation / Fact Finding and Report Back

- EMC Official (Public Transport and Public Safety Officials):
 - Northern Region
 - Southern Region
 - Eastern Region
- ETC Conflict Reso'ution Committee Head: LS Williams — 083 422 9005

3. SAPS / EMC Public Safety Department needs to be in formed, if conflict is of a criminal nature e.g. shootings

4. Assessment/Evaluation of situation and determination of preferred course of action (Identify & spell out alternative actions)

- SAPS if problem is of a criminal nature
- EMC Public Safety Department
- Gautrans MEC

5. Register / Log Conflict / Violence situation

(Number / Date / Conflicting parties / Description of Conflict / Action Taken / Resolution)

6. Actions:

- 6.1 Conciliation (Informal negotiations) — Referral to ETC Conflict Resolution Committee
- 6.2 Conciliation (Informal negotiations) — Referral to EMC Mayor or designated person
- 6.3 Mediation (Formal) - Gautrans MEC or designated person
- 6.4 Arbitration (More Formal) - Gautrans MEG or designated person
- 6.5 Law to take its course

7. Monitoring, Evaluation and Follow-up