

CURRICULUM VITAE: MINIBUS TAXI INDUSTRY SPECIALIST | RESEARCHER

Name: Mukhodeni Mbobo Muthige
Company Position: Minibus taxi Industry Specialist
Years' experience: 9.2 ears
Citizenship: South African
Year of birth : 1995

SUMMARY OF EXPERIENCE

Mukhodeni is a **seasoned research specialist in the South African minibus taxi industry**, with expertise spanning **policy, operations, advisory services, and applied research**. Currently serving at **Resolve and Change Systems (RACS)**, he brings extensive experience from his prior role at **Pegasys**, where he worked as a **Minibus Taxi Specialist** on several high-impact projects, including:

- The **City of Cape Town's MyCiTi Phase 2A**, where he supported VOC formation and operator integration.
- The **Western Cape Mobility Department's Provincial Sustainable Transport Programme (PSTP)**, providing sector advisory and training oversight.
- The **George Integrated Public Transport Network (GIPTN)**, facilitating coexistence and governance structures for taxi participation.
- The **Assessment of VOCs/BOCs across nine municipalities**, conducted for the National Department of Transport.

Mukhodeni's professional journey has been dedicated to **supporting and shaping the evolving landscape of the taxi industry**. He has worked extensively with taxi associations across South Africa, including affiliates of both the **South African National Taxi Council (SANTACO)** and the **National Taxi Alliance (NTA)**. His work has consistently involved **capacity building, governance support, conflict resolution, and applied research** into sectoral development.

He is also an **academic contributor to the sector**. His Master's thesis, titled *"The Application of Management Accounting Principles in the Emfuleni Local Municipality Minibus Taxi Industry,"* is widely referenced within industry circles—particularly in the Vaal region—as a benchmark for applying structured financial and governance thinking to the informal transport economy.

Most recently, Mukhodeni served as **Lead Researcher** for **The Renaissance Network (TRN)** on a **TETA-commissioned national study**, "*A Contribution to the National Study to Explore Skills Development and Market Opportunities for SMMEs within the Transport Sector*". This research provided **new insights and recommendations** to TETA to accelerate its support for SMMEs in a highly competitive business environment. The study highlighted innovation pathways, continuous improvement opportunities, and entrepreneurial optimisation measures to strengthen **skills development, market access, and sustainability** within the transport sector.

COUNTRIES OF EXPERIENCE

South Africa

QUALIFICATIONS AND PROFESSIONAL MEMBERSHIPS

- Masters of Management in Management Accounting, Vaal University of Technology, South Africa, 2022
- BTech Cost and Management Accounting, Vaal University of Technology, South Africa, 2017
- National diploma in Cost and Management Accounting , Vaal University of Technology, South Africa, 2016

SUMMARY OF EXPERTISE

- Minibus taxi policy and sector transformation
- Industry research and impact studies
- Public transport governance and stakeholder engagement
- Financial literacy and management for informal transport operators
- Skills development and SMME market analysis
- Conference presentation and academic research writing

LANGUAGES

- English, Tshivenda Tsonga, Sepedi Xhosa, Zulu, Ndebele and Sotho

PROJECT EXPERIENCE

South Africa
The Renaissance Network
Lead researcher

- Producing high quality research and analysis on subject area, in relation to project needs
- Conducting literature reviews, summarising material, synthesizing information, analysing content and data, and bringing added value and insight to the information collated
- Drafting reports and other forms of documentation

South Africa
Resolve and Change System (RACS)
Minibus Taxi Specialist

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- Conducting literature reviews, summarising material, synthesizing information, analysing content and data, and bringing added value and insight to the information collated
- Drafting reports and other forms of documentation for clients and partner
- Preparing presentations to capture key findings, project outcomes, and / or project approach.

- Supporting the broader practice as a resource by conducting research, analysis, report writing, or other assistance on projects not related to specialist area if the need arises.
- Assisting with project co-ordination, project logistics and administration
- Participating in and contributing to client meetings
- Assisting with, contributing to, and taking ownership of project deliverables or components of deliverables
- Sound analysis and structuring of a deliverable.

South Africa
Pegasys
Minibus Taxi Specialist

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South Africa
Get Ahead Taxi Association (NTA Affiliate)
Researcher
Transport

- Research on operating licenses related issues affecting operations;
- Assist members on renewable of operating licences;
- Conducting market assessment on demand and supply;
- Research on fares setting;
- Handling issues of fare setting
- Handling customer complains
- Route management;
- Monitoring operations;
- Dealing with conflict among association members;
- Drafting an association letter for approval of purchasing new minibus taxi
- Working with the treasurer on developing and presenting an operational budget;
- Assisting secretary with minutes taking;
- Monitoring and dealing behavioral conduct of association staff – que marshal
- Dealing with conflict among minibus taxi drivers
- Handling negotiation with other association
- Bring in new business and create
- Working with Public Relation Officer to improve the image of association;
- Handling wages issues on que marshal and Patrollers
- Handling peace and new venture negotiation with other associations

South Africa
VUT TAXI Platform (Vaal National Taxi Association Evaton West Taxi Association Orange Farm Taxi Association
Researcher
Transport

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PROJECT INVOLVEMENT

Project 1: MyCITI P2A
Country: South Africa
Client: City of Cape Town
Role: Minibus Taxi Specialist
Sector: Public Transport (IPTN)

As a **Minibus Taxi Specialist** on the MyCiTi Phase 2A Project, I was directly involved in supporting the formation of Vehicle Operating Companies (VOCs) to enable the integration of minibus taxi operators into the City of Cape Town's bus rapid transit system. My role focused on technical advisory, governance support, and facilitation of operator participation in the formal transport value chain.

Key Responsibilities

- **VOC Formation & Governance**
  - Guided the structuring and registration of VOCs to represent taxi operators transitioning into Phase 2A operations.
  - Drafted constitutions, Memoranda of Incorporation (MOIs), and governance frameworks to ensure compliance with **Companies Act**, **CIPC**, and **PRE** requirements.
  - Advised on **shareholding models** to fairly reflect operator participation and operating licence contributions.
- **Stakeholder Engagement**
  - Facilitated dialogues between taxi associations, City officials, and the implementing agent to build consensus around VOC structures.
  - Supported operator onboarding processes, including information-sharing workshops and SLA discussions.
  - Mediated sensitive discussions to maintain peace and promote inclusivity among competing associations.
- **Business & Contractual Readiness**

    - Assisted in aligning VOCs to contractual obligations required for MyCiTi Phase 2A participation.
    - Provided input on financial and operational sustainability of the VOCs, including fleet financing, depot requirements, and CSD registration.
    - Identified compliance risks and supported the drafting of mitigation strategies.
- **Research & Technical Input**
    - Analysed lessons from previous IPTN/VOC implementations (including George and national case studies) to strengthen the Phase 2A approach.
    - Contributed to technical reports that informed the City's engagement strategy with taxi operators.

Project 2: Provincial Sustainable Transport Programme
Country: South Africa
Client: Western Cape Mobility
Role: Minibus Taxi Specialist
Sector: Public Transport

As the **Minibus Taxi Specialist** on the Provincial Sustainable Transport Programme (PSTP), I was responsible for providing technical expertise, sector engagement, and institutional support to strengthen the role of the taxi industry within the Western Cape's broader sustainable transport agenda. The programme aimed to improve safety, compliance, and capacity within the minibus taxi sector while aligning operators with provincial transport strategies.
Key Responsibilities

- **Capacity-Building & Training Oversight**
    - Supported the design and rollout of training programmes for taxi operators, focusing on **safety, governance, and compliance**.
    - Worked closely with the SANTACO Western Cape Training Committee and regional officers (e.g., Eden, Northern, Boland) to ensure learner readiness and site compliance.
    - Oversaw site visits and workplace readiness assessments for TETA Discretionary Grant learnerships (Business Administration Services & Generic Management).
- **Institutional Strengthening**
    - Assisted associations in establishing and strengthening **business arms** capable of contracting and operating sustainably.
    - Advised on CIPC registration, CSD compliance, and shareholding structures for emerging operator companies.
    - Drafted and reviewed governance instruments such as MOAs, constitutions, and board charters.
- **Stakeholder Engagement & Facilitation**
    - Facilitated engagements between provincial government, municipal officials, and taxi associations on reform processes.
    - Played a mediation role in resolving regional disputes that risked derailing training and reform initiatives.
    - Supported SANTACO Western Cape in aligning operator structures with PSTP objectives.
- **Research & Compliance Advisory**
    - Conducted assessments on workplace compliance (OHS standards, learner placement readiness, and operational safety).
    - Produced technical reports and checklists used to validate association sites for participation in funded programmes.
    - Integrated research findings into strategic recommendations for strengthening the sustainability of taxi reform under PSTP.

Project 3: TETA SMME Research Project
Country: South Africa
Client: TETA

Role: Researcher
Sector: Public Transport

As the **Lead and Sole Researcher** for the Transport Education and Training Authority (TETA) Volume 2 Research Project, I was responsible for the complete research cycle — from design and data collection to analysis, reporting, and stakeholder engagement.
The Renaissance Network (TRN) was contracted by TETA to conduct a **national research study** exploring **skills development and market opportunities for SMMEs within the transport sector**. The purpose of this study was to explore and analyse the skills and market opportunities available to SMMEs that could be leveraged for their **long-term sustainability**. The research sought to provide insights, new learning, and actionable recommendations that would enable TETA to **significantly accelerate its support for SMME empowerment and success** in a highly competitive business environment.
The findings of this study were designed to facilitate further innovation, continuous improvement, and the **enrichment of entrepreneurial and market development measures**, thereby strengthening the collective capacity of stakeholders in a rapidly transforming transport sector.

Key Responsibilities

- **Research Design & Methodology**
  - Conceptualised the research framework for Volume 2, ensuring it captured both skills development dynamics and SMME market opportunities.
  - Developed data-collection instruments (surveys, interview guides, and FGD templates) for use across diverse transport subsectors.
- **Primary Data Collection**
  - Conducted national fieldwork, including site visits, focus group discussions (FGDs), and structured interviews with SMMEs, operators, learners, and institutional stakeholders.
  - Gathered qualitative case studies and quantitative insights to map trends in training, entrepreneurship, and sector readiness.
- **Analysis & Interpretation**
  - Identified systemic gaps in skills delivery, occupational qualification uptake, and entrepreneurial support.
  - Analysed opportunities for SMMEs in niche transport markets, fleet services, compliance support, and logistics innovation.
- **Reporting & Knowledge Production**
  - Authored the **full Volume 2 Report** independently, consolidating research findings into actionable recommendations for TETA.
  - Produced annexures with detailed data tables, risk assessments, and best-practice case studies.
  - Ensured outputs were aligned with TETA's policy and funding priorities.
- **Stakeholder Engagement**
  - Presented findings to TETA management, government partners, and industry stakeholders for validation.
  - Incorporated feedback into the final report to ensure buy-in and practical application.

Project 4: George Integrated Public Transport Network
Country: South Africa
Client: Western Cape Mobility and George Municipality
Role: Minibus taxi specialist
Sector: Public Transport – IPTN

As the **Minibus Taxi Specialist** on the George Integrated Public Transport Network (GIPTN) Project, I provided sector expertise, facilitation support, and institutional advice to ensure the sustainable inclusion of the taxi industry in the first fully implemented Integrated Public Transport

Network (IPTN) in South Africa. My role focused on bridging the gap between policy design, municipal implementation, and industry buy-in.

Key Responsibilities

- **Taxi Industry Representation & Advisory**
  - Acted as the technical advisor on minibus taxi matters to the project team, municipal officials, and the Department of Transport.
  - Interpreted taxi industry dynamics, including association structures, operating licence issues, and business arm models, for integration into the GIPTN framework.
- **Stakeholder Engagement & Facilitation**
  - Facilitated structured engagements between taxi associations, municipal officials, and the implementing agent to build consensus around coexistence arrangements.
  - Supported peace-building and conflict-resolution efforts where disputes arose between operators.
  - Designed and facilitated workshops on governance, institutional structures, and contractual obligations.
- **Governance & Institutional Development**
  - Contributed to the formation and strengthening of taxi association business arms to participate as contracting entities in GIPTN operations.
  - Reviewed and advised on shareholding models, compliance requirements (CIPC, PRE, CSD), and governance instruments.
  - Assisted in the drafting of Memoranda of Agreement (MOAs), Service Level Agreements (SLAs), and constitutions aligned to municipal and NDOT standards.
- **Policy & Technical Input**
  - Provided input on how minibus taxi operators could be formally integrated into the GIPTN operations without destabilising existing services.
  - Assessed risks related to fleet transformation, operator displacement, and revenue-sharing models, and developed mitigation strategies.

Project 5: Assessment of VOC/BOCs in 9 municipalities
Country: South Africa
Client: National Department of Transport
Role: Project engineer
Sector: Public Transport – IPTN

As the **Project Engineer** for the Assessment of Vehicle/Bus Operating Companies (VOC/BOC) Project, I was responsible for leading the research and technical analysis underpinning the Department of Transport's review of VOCs across nine municipalities. My role combined engineering oversight, research design, and stakeholder interfacing to ensure evidence-based outputs.

Key Responsibilities

- **Research Design & Methodology**
  - Developed the research framework for assessing VOC performance, compliance, and institutional governance.
  - Designed data-collection tools (interview guides, operator surveys, document review templates) to capture technical and operational information.
- **Technical & Engineering Analysis**
  - Evaluated VOC fleet conditions, maintenance strategies, and operational readiness.
  - Assessed technical compliance with safety, OHS, and municipal operating standards.

    - Reviewed integration of engineering standards into contractual obligations between VOCs and municipalities.
- **Data Collection & Fieldwork**
    - Coordinated site visits across municipalities to gather evidence on fleet utilisation, depots, and operator systems.
    - Conducted structured interviews with VOC board members, operators, and municipal technical officials.
- **Stakeholder Engagement**
    - Facilitated engagement sessions with taxi associations and municipal authorities to validate findings.
    - Provided technical input to workshops reviewing preliminary results with NDOT and municipalities.
- **Reporting & Recommendations**
    - Drafted technical sections of the **VOC Status Report**, focusing on engineering performance, risk factors, and infrastructure gaps.
    - Produced recommendations for strengthening VOC operational models, including fleet management systems, governance structures, and compliance strategies.

PUBLICATIONS

- Muthige, M. M. (2023). Most dangerous ways to school: a case of Peddie in the Eastern Cape. Southern African Transport Conference
- Muthige, M. M. (2023). Road funding options: a case study of how Gauteng can cover the 14.1 billion rand e- toll debt and 6.9 billion rand refunds. Southern African Transport Conference.
- Muthige, M.M., Beneke J.D. & Robbetze 2023. The application of cost volume profit analysis in the south African minibus taxi industry . Issues In Social and Environmental Accounting (ISEA), 1(2):1-12.
- Muthige, M.M. 2023. It is all a lie!! Accounting is not a one-man show: tracing accounting roots. Issues In Social and Environmental Accounting (ISEA), 1(1):1-9.
- Muthige, M.M. (2022). Defensive advanced driving, law enforcement and working conditions: A minibus taxi driver's perspective. Southern African Transport Conference.
- Muthige, M. M., & Beneke, J. D. (2022). The South Africa minibus taxi Industry and its operators: working conditions during covid-19. Southern African Transport Conference.
- Muthige, M. M., Beneke, J. D., Robbertze, N., & Manuel, S. (2022). Are all minibus taxi owners born of the same non-budgeting mother?. Southern African Transport Conference.
- Muthige, M. M. (2022). Gender parity in the minibus taxi industry at the Sedibeng district. Southern African Transport Conference.
- Mukhodeni, M. M. (2022). The application of management accounting Principles in the Emfuleni local municipality minibus taxi industry. (Master dissertation, Vaal University of Technology).
- Muthige, M. M. & Machobane, T. D. (2020) The South Africa Minibus Taxi industry: Minibus taxi drivers and minibus taxi marshals and the impact of COVID 19 on the minibus taxi industry. Available at
- Machobane, T. D., Muthige, M. M., & Semenye, K.L. (2020). The role of talent management in the South Africa Police Services. Available at www.reseachgate.com
- Muthige, M. (2023). Are advancing public transport systems inclusive to all persons living with a disability in Africa?. PIARC. https://pre-proceedings-prague2023.piarc.org/en/documents/individual-paper-by- author?l=M, Muthige, M. (2023). Are advancing public transport systems inclusive to all persons living with a disability in Africa?. PIARC. https://pre-proceedings-prague2023.piarc.org/en/documents/individual- paper-by-author?l=M

- Muthige, M. (2023). The need for more weight in motion systems: a Case study of five African countries. PIARC.
- Muthige. M.M. 2024. The introduction of trains in South Africa. African Transport Research.
- Muthige. M. (2025). Elected office bearers' personal interest and taxi council and associations' public interest at a crossroad in South Africa – Southern Africa Transport Conference.