

# A Comparative Analysis of Entrepreneurial Efforts in the Public Transport Sector in Asia, Latin America and Sub-Saharan Africa

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**Abstract:** The study carried out a comparative analysis of entrepreneurial activities in the public transport sectors in Asia, Latin America and Sub-Saharan Africa to determine entrepreneurial natural traits, challenges and mitigating strategies. Data was collected from books, journals, websites and government publications and through outright observation. In Asia public transport was driven by urbanisation. Latin America found itself highly urbanised without the necessary supporting public transport infrastructure. Sub-Saharan Africa has suffered rural to urban migration with no corresponding expansion in infrastructure. Due to these heterogeneous backgrounds, each region has suffered unique micro challenges while macro level challenges remain almost similar. Whereas Asia and Latin America are innovating and coming up with more enabling entrepreneurial public policy, Sub-Saharan Africa is lagging behind. This is a threat to the sector's long-term survival. Sub-Saharan governments and entrepreneurs ought to respectively focus on conducive policy and innovation.

**Keywords:** Comparative analysis, Entrepreneurial efforts, Public transport,

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## I. Introduction

Public transport constitutes the backbone of the overall transport service in the developing countries. In cities it is the most common and widely used form of urban transport. In Zimbabwe, it comes in various forms: luxury coaches, semi-luxury coaches, rural or chicken buses and commuter mini-buses.

Challenges faced by entrepreneurs in the sector can be traced back to the time when man first innovated on various means of public transport as evidenced by the period preceding the dark ages. History argues that besides smelting iron and separating an atom, taming horses was the third most disastrous achievement man ever innovated upon. The argument is premised on the disastrous effects that came about as riders identified opportunities accruing from such innovation. Efforts were soon deployed towards destruction. Barbaric acts were catalysed by fast moving horses resulting in quick total destruction of civilisation upon which civilised communities had learnt to peacefully co-exist, trade, keep records and appreciate the importance of the natural environment as evidenced by Plato cited by Zangger (1992).

The modern automobile industry traces its origins to the steam engine invented around 1680 by a French physicist Denis Papin; then exiled in Germany. The invention of the steam engine accelerated the industrial revolution and the transition from animal and human power. Around 1715 the steam engine found its way in numerous settings; of note being industry, mining and the **public transport sector**. It was simply an engine that converted heat to work and required fuel in form of wood or coal; water; closed cycle including compressor and expansion unit and a mechanical part like a turbine to do the work.

The metamorphosis of the public transport sector remains incomplete if the tragic sinking of the Titanic and its contextualisation to this publican is not mentioned. Up until 1980, the Titanic accident in the North Atlantic was the worst passenger ship disaster in peace time only to be surpassed by the Philippines' ship accident that killed 4,385 passengers. Four factors could have probably contributed to the tragedy of the Titanic. No attention was given to fire burning in boiler number 7 when the ship left Belfast and Southampton for its maiden journey to New York, there were no binoculars in the ship's crew's nest, life boats available could accommodate only two-thirds of the passengers on board and the crew had not been thoroughly drilled in downloading the life boats from the ship and life saving techniques in the event of an accident like the one that befell the Titanic Gardner (1995:61).

Taking these four factors into consideration, one may argue that the ship sank together with a substantial number of passengers because key procedures were not followed. Owners of the ship (entrepreneurs) were eager to accrue a quick return on investment. Quick returns are ethical, but where human safety is compromised, a lot of questions start to arise. This is a clear example of bad business practices: putting money

ahead of customers' safety. Four men were to shoulder the blame. These were JP Morgan- a university drop-out and shrewd banker, financier of the Titanic project and majority shareholder (Morgan cancelled his booking on this maiden journey on the 11<sup>th</sup> hour), Pirie- the ship builder and co-owner, Ismay- the managing director of **White Star Line** the company that owned Titanic and Smith-the ship's captain. Pirie narrowly escaped sanction. This can be attributed to poor corporate governance evidenced by lack of clarity on ownership structure. To many people, the ship was British owned but in reality the majority shareholder was JP Morgan an American. The buck; once more stops on bad business practices. On the financial front, the tragedy carried with it substantial costs: The Titanic was lost and up to now, remains two and half kilometres under the Atlantic Ocean waters. The ship was built at a cost of GBP1.5 million but insured at GBP1 million. Bereaved families sought compensation amounting to thousands for loss of their loved ones and above all, the company suffered irreparable reputational damage. From the perspective of nature conservation, obviously lives were lost and the Titanic remains an environmental eye sore two and half kilometres under water somewhere in the north Atlantic waters.

It was as recent as the 18<sup>th</sup> century that entrepreneurship as a study was documented. The word is a derivative of a French word *entrepredre* meaning to undertake. Entrepreneur is the subject, entrepreneurship is the process or philosophy and enterprise is the object Svedberg (2007).

Many scholars in the field came up with as many definitions but it was Joseph A Schumpeter the renowned 20<sup>th</sup> century theoretician who developed a theory of the entrepreneur based on a mix of direct observation, psychological theory and economic analysis Solimano (2014). In Schumpeter's theory, an entrepreneur has the talent for combining capital and labour entertaining a vision of opportunities revolving around profit prospects Schumpeter (1911; 1934) as cited by Solimano (2014)

In his article titled Rebuilding Schumpeter's Theory of Entrepreneurship Svedberg (2007) concurs with Schumpeter on new combinations in the area of economics namely:

- Introduction of new quality goods/services
- Introduction of new methods of production
- Introduction of new suppliers of raw materials
- Introduction of a new markets
- Introduction of organisation/industry Schumpeter as quoted by Svedberg (2007)

Svedberg goes further to argue that the Schumpeterian combination encompasses the business cycle comprising sourcing for raw material, production of goods and bringing them to the market. He goes on to argue that economic process is not complete until such a time an entrepreneur makes a profit. He further posits that unless there is a profit there is no entrepreneurship.

Although Svedberg's argument is correct, it seems to imply that profit is automatic or given once the above combinations are smoothly rolled out. This researcher would like to argue further that profit is a sum total or residue of interactions of all decisions and activities happening within an enterprise. There is a gap between Schumpeter's five combinations and Svedberg's profit dimension. Interventions are needed to ensure that entrepreneurial activities attain the profit objective. Despite substantial investment in effort, time, money, knowledge and many other factors of production, results do not seem to add up. At best many entrepreneurial efforts in the public transport sector remain bread and butter ventures and at worst they become 'media events' whose comings and goings are featured in the gossip columns rather than the financial page and subsequently become economically irrelevant. It is therefore necessary to come up with intervention strategies to ensure the sector finds its space towards contribution to the growth of the national economy.

Schumpeter (1911; 1934) refers to entrepreneurs as *minority of the minority* and *man of action*. Cantor (1995) refers to them as having been made of superior genes and Daley (2007) posits that entrepreneurs are wired differently while the rest of us are destined to die labouring on the shop floors. Hard-working, visionary leadership, self-efficacy, innovation, internal locus of control, moderate risk takers, propensity for spotting opportunities and ability to deploy scarce resources to meet set objectives are some of the traits that have been associated with entrepreneurship.

The public transport system in Sub-Saharan Africa is far behind its Asian and Latin American counterparts from both entrepreneurial acts and public policy points of view. The sector lacks innovation and clarity on demand and supply. On the other hand, congestion and air pollution, business malpractices and poor services have become the order of the day. Governments in the sub-Saharan region do not seem to have any clue as to how challenges affecting the sector can be mitigated through effective public policy intervention. It is therefore important to lobby for necessary interventions so that sanity can be brought into the sector.

## **II. Research questions**

- What are the natural traits of entrepreneurs in the public transport sector in Asia, Latin America and Sub-Saharan Africa?
- How can entrepreneurs in the public transport sector be categorized in Asia, Latin America and Sub-Saharan Africa?
- What are the challenges associated with public transport in Asia, Latin America and Sub-Saharan Africa?
- What measures can be put in place to mitigate such challenges?

## **III. Research methodology**

The study made a comparative analysis of entrepreneurial practices in Asia, Latin America and Sub-Saharan Africa. Qualitative research methodology was used and data were collected from various documents and observation where possible. The documents involved library-based, desk and archive research. Literature was reviewed from books, journals, website pages, newspapers, magazines, government publications and official statistics. Choice for such literature was based on its authenticity, creditability, representativeness and meaning. Observations were made in Zimbabwe, Zambia, Swaziland, South Africa, Tanzania, Malawi and Botswana. The researcher was able to draw direct evidence of the eye to witness events first hand. Such was premised on the fact that at times, it is best to observe what actually happens on the ground. The researcher did field work, direct observation and participation on natural settings taking due consideration to personal perception issues. Such perception issues were managed through the use of systematic observation and observation schedules. Participation was done as and when the researcher used public transport on his daily trips within the Southern African Development Community.

## **IV. Discussion**

This section carries out a comparative analysis of public transport entrepreneurship in Asia, Latin America, and Sub-Saharan Africa focusing on entrepreneurial activities; that is: history of the sector, challenges the sector is currently facing and how these challenges are being mitigated.

### **4.1 Regional overview of public transport**

Public transport plays a very important role in every economic setting. This section looks at how entrepreneurs found their way in the public transport sector, challenges facing the sector and various mitigating strategies. It looks at how countries in Asia, Latin America and Sub-Saharan Africa have developed their public transport system up to where is now.

#### **4.1.1 Public transport in Asia**

In Asia, innovation and growth of public transport was driven by urbanisation with Japan taking the lead. Most Asian cities were expanding in the post-war decades and the urban land-use patterns that emerged in those developing cities reflected the post-war transport patterns that helped shape them Barter(2000). The tram system existed in most Asian cities but by the 1960s these were being phased out as was happening internationally Rimmer (1986). During the period 1940-1960s, most Asian countries except Japan and India were served by a mixture of buses and/or jitneys for long distances. For distances up to 5 kilometres, people would either walk, use bicycles or pedicabs. Low cost taxis provided feeder services to buses and jitney Barter (1999). There was also an elite class whose high income enabled them to buy personal vehicles. The 1960s saw an upsurge of vehicle usage with the exception of Japan and India where the rail system dominated. Japan urban land-use was dominated by railway Cervero (1998).

Most entrepreneurs in the sector come from the middle and low income groups. The environment is such that the economies are still developing hence they are considered late-comer economies lagging behind in terms of technology and innovation. Start-ups are financed by savings-which are quite small in most cases-making it difficult to grow the enterprises. Access to credit, skills and trained personnel, secure technology and input markets are the major barrier to growth. Their contribution to economy is measured by the total number of SMEs, head counts, domestic output and exports.

Major challenges that have faced the public transport sector are distribution, air pollution and congestion. Many Asian cities in common with the rest of the world, face key dilemma namely how to enhance “accessibility for all” in the face of spiralling traffic problems, deteriorating public service transport and lack of investment funds Barter (2000). In the face of these challenges, Asian countries innovated in various means of mitigating them.

To date they have managed to fight air pollution and congestion in major cities by introducing guided transit system, levying toll fees on vehicles entering cities, encouraging public transport users to use large and medium capacity forms of transport like trains and buses and subways so as to decongest the roads and reduce air pollution. Light rail transit systems, monorails, medium capacity guided transit system and dual model buses

have played a very important part in improving efficiency, decongesting the roads, reducing air pollution and increasing economic efficiency.

On the other hand, entrepreneurial efforts have found a lot of support from policy makers who sought to address size-induced market failures through policies and programs that benefited SMEs. Since most of these suffer from constraints that are induced by their size.

The Asian Development Bank Institute argues that Asian economies are latecomers in industrialization. It further quotes Gerschenkron (1962), latecomer economies enjoy the advantage of utilizing the technological and institutional advances created by the frontrunner countries. Most of these countries went further to increase their technological capabilities and designing organization setups. This enabled them to enter and upgrade in the global value chain from original equipment manufacturers to own-design manufacturers and in some cases to own-brand manufacturers. Some SMEs became large and even global firms but many remained weak in technology and innovation. (Asian Development Bank Institute 41:2016) Accessing finance has also been a challenge for the Asian entrepreneur. This is due lack of collateral and weak accounting systems making it impossible to provide credible evidence of financial performance and strength. This results in greater information asymmetry between the borrowing entrepreneur and the lending bank. Also noted has been the low level of financial literacy for many of these entrepreneurs. Nevertheless some of the Asian countries have gone to the extent of reforming collateral laws to ensure small enterprises access the necessary capital. Microfinance institutions have also become handy for entrepreneurs wishing to borrow small amounts of money.

#### **4.1.2 Public transport in Latin America**

In Latin America the story is quite different. It was only after extensive urbanisation that the need for matching public transport infrastructure was found necessary. According to UN-Habitat (1993), Latin America is the most urbanised region in the world, about 90% of the Southern Cone population will live in cities by 2020, and the rate of urban population in the continent will reach 89% in 2050. The number of cities in the region has increased six times in 50 years. The growth of cities was done without planning resulting in a large deficit in infrastructure, sanitation, housing and **public transport also**. Public transport has not matched this growth causing an infrastructural deficit in the sector. Brazil led the pack in revamping the transport sector dominated by family owners without any wish to professionalise and formalise the sector Pazos (2016). Other countries decided to follow Brazil by sanitising the sector through bringing in professionals and advocating for the sector to be regulated. Soon, there developed partnership between governments and individuals to invest in road and railway systems

The high, middle and low income groups participate in entrepreneurial activities with the middle income dominating. Public policy is now targeting secondary school and tertiary students. Participants can further be categorized under:

- Small groups of large scale entrepreneurs with access to credit, technology, market and innovative capacities-mostly high and middle income groups
- Large group of small and medium entrepreneurs-without the above-dominated by middle income and a few low income
- Micro-necessity entrepreneurs-without the above-mostly the low income group

In Latin America, the middle income has been identified as a key component to entrepreneurial activities since they are the major source of both opportunity and necessity entrepreneurs. They are also a source of consumer power and are seen as a stabilizing segment in society-political economy argument- as opposed to a society constituted by strong elite, weak and frustrated middle class and disenfranchised group of poor people created by authoritarianism and populism Solimano (2014).

Ten variables were applied in a survey conducted by World Value Survey to determine the values considered of entrepreneurial importance on a sample of 50 000 in 50 countries. The variables applied were independence, hard work, and sense of responsibility, imagination, tolerance and respect for other people, thrift, determination, perseverance, religious faith, unselfishness and obedience. Responsibility, tolerance and respect, independence, determination and perseverance and imagination were found to be major drivers. The survey also noted that values are shaped by history and public policy, and in turn, they shape public policy because electorate supports government and institutions that reflect their values.

In Latin America, structural factors are not conducive to dynamic entrepreneurship that promotes economic growth, industry diversification and income mobility Grajales & Grajales (2016) Major challenges that affected the sector in the region include mismatch of urbanisation and necessary infrastructural requirements, demand of services outstripping supply, lack of formalisation and congestions. On the other hand, entrepreneurs lack the requisite skills and most of them are necessity entrepreneurs who ventured into business not out of choice. Most are found lacking in the natural traits and management skills. In Latin America entrepreneurs come from the elite, middle and low income groups with the low income group mostly comprising of necessity entrepreneurs with very little start-up capital.

Latin America identified the challenges in the sector and, has as of now, gone a long way by way innovating to address the above challenges. Bus Rapid Transit (BRT) and bus corridors have seen 50 Latin American cities moving 16 million people daily. The Brazilian model inspired a lot of other Latin American countries and Columbia now prides itself as having one of the best such systems on the globe. Due to its popularity, it is now forecasted that in the next 10 years there will be 4 500km BRT network implemented in over 200 cities across the world with 23% belonging to Latin America (Importance of public transport in Latin America 2016). Metro systems have also been introduced to complement. These feed into BRTs in major cities and are also used as stand-alone public transport facilities. In 2014 only, 18 cities with such metros transported over 5 billion passengers. New trams are now being introduced in countries like Brazil, and Columbia.

To complement these efforts innovation in support “soft” technology has also gathered pace. Such innovations include advance payment systems, fare collection, ticketing innovations and passenger information.

The region is also innovating on transport models that endure instead of burning out. They are aware of the importance of preserving nature. To this end, huge investments are being channelled towards alternative forms of energy. Sao Paulo is currently experimenting on a hydrogen bus pilot project for the BTR and to date it has ferried 300 000 passengers (Eurotransportmagazine.com)

Small and medium cities in Latin America still lag behind in innovations. Majority of them are still applying business models dating 50 years back and there is urgent need to follow the footsteps their major cities colleagues and innovate on ways that will enhance supply while seeking alternative forms of energy with low emission.

Latin America finds itself with entrepreneurs who are less exposed to the business world and entrepreneurial role models and tend to rely on networks poorly qualified for entrepreneurial activities Solimano (2014). Entrepreneurial activities are undertaken by the elite, middle and low income groups. Of note is that most are ‘necessity’ entrepreneurs who have ventured not out of choice. As with other regions of the like, patterns of entrepreneurship are distorted leading to resources misallocation and low productivity. Promotion of entrepreneurship is nevertheless seen as a way of fostering upwards social mobility, boosting economic dynamism and productivity transformation. Public policy has been properly designed with the aim of exploiting synergies between educational capabilities, family backgrounds in households with entrepreneurial tradition and quest for independence motivated by the drive to undertake productive projects. Public policy views promotion of middle class entrepreneurship as a way of political moderation and a source of social stability and aims at engaging both middle and lower class. Start-up finance is general hard to obtain.

#### **4.1.3 Public transport entrepreneurship in Sub-Saharan Africa**

Challenges common to Sub-Saharan Africa include poor infrastructure, non-formalisation of the sectors, poor forms of transport, poor state of roads, pollution and congestion. Entrepreneurs lack innovation, managerial expertise, financial literacy, knowledge of best practices in business and nature conservation as they go about their business.

In South Africa, taxi wars refer to conflicts, often bloody between taxi associations and individual minibus operators. The wars in this multi-billion Rand industry capturing a market share of 60% mostly low income earners can be traced back to the early 80s. The most common form the minibuses are 16-seater Toyota HiAces. These are often poorly maintained and are notorious for breaking all traffic related laws. To compete for lucrative routes in an unregulated market, operators form taxi associations who employ mafia tactics to eliminate competition.

The industry deteriorated into a criminal arena around 1987 when it was deregulated. Before then, blacks were not allowed to operate taxis but as soon as the industry was deregulated there was an influx of supply trying to capture the lucrative routes and make as much money as possible in the shortest possible time. In fact the Motor Carrier Transport Act of 1930 prohibited carriage of goods and passengers for profit without a permit from the Local Road Transport Board (LRTB). Then, the industry remained a monopoly controlled by South African Transport Service (SATS). Anyone operating outside this body was doing so illegally.

Deregulation effectively came through the white paper on transport policy tabled in January 1987 in conjunction with the 1988 Transport Deregulation Act effectively deregulating the taxi industry and giving birth to what the industry looks like up to now.

Surprisingly with the abolition of apartheid the violence in the industry intensified and the government reacted by introducing the National Taxi Task Team (NTTT) to formulate a solution to counter the prevailing violence in the industry. The NTTT recommended that the industry be regulated once again. The recommendation was totally rejected by the now very powerful taxi associations controlling the industry.

News24 of 26 February 2019 noted with concern that the Taxi Industry needs urgent transformation yet such is missing from all political parties manifestos. The media went further to say, South Africa's forsaken taxi industry is in a deep crisis ranging from rampant violence and daring killings, debt-ridden owners caught in the cycle of poverty, underpaid drivers, and a reputation for poor customer service with no meaningful customer

complaints system in place. Try telling a taxi driver that you will be reporting him for skipping a red traffic light; that's the end of the journey for you right there! The quote summarises the modus operandi of South African's mostly used form of public transport.

News24 goes further to say that conditions continue to worsen in the taxi industry. Sadly, this is an industry that lacks innovation hence it continues to be left behind as South Africa's story is told. In response to the harsh economic and social conditions in the sector, taxi bosses have continued killing each other. Competition from government owned public transport facilities and Uber is equally threatening the taxi industry.

On the other hand Black Economic Empowerment (BEE) programme availed during the post-apartheid era opened flood gates of entrepreneurial opportunities. Every Tom, Dick and Harry saw this as an opportune moment to make money. Not everybody who took advantage of the program and ventured into entrepreneurship has the inherent characteristics and the necessary 'thick skin' to survive the 'rough terrain.' Many joined the band wagon not to pursue their passion but to make money. This is not the correct motive.

To compound the problem, the South African Close Corporation Act (1984) and the Companies Act (Chapter 71) of 2008 makes the situation worse by abolishing the concept of the main object clause. *It is no longer necessary for a company to state its 'main object' or 'main business' in its MOI. Section 19 (1) (b).*" (Stein, C, 2011). The Acts have been described as an instrument that empowers the formally marginalized, attract investment, easy to implement and bring with them world class corporate governance standards. Government has acknowledged fundamental importance of companies being good corporate citizens by also providing that other purposes of the Act are *'to promote the development of South African economy by encouraging transparency and high standards of corporate governance as appropriate.'* (s7 (b) (iii)(Stein, C, 2011)

This is quite in line but the researcher feels the two Acts are highly flawed.

The Memorandum of Incorporation no longer requires an entity to state its main object or core business implying that, any individual or entity can do anything as long as it is not illegal, immoral and contrary to public policy. Thus, an entity that has recently been incorporated and is involved in the vending of basic food by the road side can bid for tenders requiring huge outlays of capital; like construction, civil engineering, installation of hi-tech IT solutions etc. This has not only created Jacks of all trades with no knowledge of what they are bidding for but also corruption at highest levels. Getting the tender pretty much depends on who you know and not what you know. The customer or client, who in most cases, happens to be the government or municipal authorities are short changed. Treasury is siphoned of cash resources without getting the desired value in reciprocation. The long-term damage is frightening especially when contracts are entered into with unscrupulous people who go into business solely for the love of money. In the South African business dictionary, the word **Tenderpreneur** has slowly but surely crept in and is dominating business transactions, arrangements and agreements.

Entities and their owners must stick to what they know best and deliver desired value for money. Value transferred to the customer comes first and money second. That way, businesses and economies grow.

In Zimbabwe, public transport giants of yester years; including the government owned ZUPCO are no more. We are reminded of these by bus shells which remain scattered all over due to poor waste management strategies. These entrepreneurs monopolised various lucrative routes and centres, made as much money as they could but disappeared and in some cases, leaving behind their children in abject poverty. Some of these entrepreneurs were fingered in the application of human parts to enhance their cash inflows. Prudent money management and business growth and survival in perpetuity premised on strategic investment decisions were taboo to them. As for ZUPCO; boards were frequently fingered in corrupt tendencies and business malpractices. On the other hand, senior management was found wanting in business acumen and management.

Thus the demise of the above can be possibly attributed to inadequacies in financial literacy, best business practices and, to some extent, lack of concern over sustainable natural environment.

Population in urban centres has more than quadrupled since gaining of independence in 1980 with no corresponding supporting infrastructure. This has resulted in gross disorderliness, litter along the streets, congestion and damage to roads, demand for public transport outstripping supply and air pollution. The notorious commuter mini-bus popularly known as **makombi** in Zimbabwe currently dominates the sector. By far, this is the worst form of public transport Zimbabwean commuters have ever been exposed to. Just like the owners of the Titanic, most entrepreneurs are concerned about return on their investment and nothing else. Each evening they look forward to the driver and his assistant coming to 'cash-in'. In reciprocation, the driver and his assistant are motivated by the targets set by their employers. To make matters worse, law enforcing agents mount several road blocks at which they are alleged to be demanding bribes. This has left the poor commuter exposed to all forms of risks associated with travelling on public transport. Most commuter mini-buses are in very poor conditions. They are poorly serviced and maintained. The results are; many accidents, damage to roads and air pollution. The driver and his assistant lack basic customer care educations and treat commuters like prisoners once they have paid and are on board.

Majority of entrepreneurs in the public transport sector are 'necessity' entrepreneurs lacking the natural traits inherent in entrepreneurship. To compound their problems, they lack financial literacy, do not appreciate best practices in business and are not concerned about nature conservation. Products of such shortfalls are poor financial decisions, reckless business practices and employment of business models that burn out instead of enduring. If no timely effective measures are instituted to mitigate the adverse impacts of motor vehicle use, the living environment in the cities of developing countries will deteriorate to such an extent that it becomes no longer fit for living things Faiz (1996). Developed countries have embraced the importance nature conservation. Regulations on gas emission for both passenger and other vehicles are being promulgated by various governments and commissions. Heavy duty emission regulations apply to both passenger and heavy duty vehicles. Such regulations lay down emission limits of gaseous and particulate pollutants and for the opacity of exhaust fumes from diesel, natural gas and liquefied natural petroleum gas engines.

## **V. Conclusion and Recommendations**

Entrepreneurship in the three regions is undertaken by the elite, middle and low income groups. Most of those in the low income bracket are "necessity" entrepreneurs. Public transport is a sector of major concern to the players and those involved in promulgating policy upon which the sector operates. Factors affecting smooth operations include mismatch between supply and demand, congestion, air pollution. Access to credit, lack of managerial skills, roll models and networks have also affected the growth of the industry. Asian and Latin American countries have tried to mitigate challenges facing the sector through innovation and public policy interventions addressing issues relating to access to credit, scarcity of managerial skills and investing in research and development. Sub-Saharan Africa's major threat is lack of entrepreneurial infrastructure, innovation in the sector and governments' inability to come up with policies that address access to credit, congestion, pollutions, research and development and innovation, managerial and corporate governance skills.

Governments in Sub-Saharan Africa need to acknowledge the important role of the entrepreneur in the country's economic activity. Without realising this crucial role, Zimbabwe will find it difficult to realise the 2030 dream of becoming middle income economy. Entrepreneurship is the number one driver of economy and facilitator of upwards social mobility leading to social stability. Of late the government has acquired 800 buses (so we are told); thus crowding out the public transport entrepreneur. The government has once again ventured into monopolising public transport service. Such a move will not grow the economy. In my opinion, the ZUPCO experience was a good lesson to the government. Avoiding this route would have been prudent. The credit facility could have been availed to the private sector for its growth and employment creation. The government also needs to address rural to urban population migrations. Such urban migration has not been supported by proportionate infrastructure development. Above all, the government must promulgate public policy that promotes, entrepreneurship, research and development and innovation.

The public transport entrepreneur is obliged to know that s/he is a leader in the area of economic growth. Leaders behave responsibly. Gone are the days when the profit motive was the overriding motive. There are now many variables at play. Entrepreneurs are now obliged to innovate on new ways of delivering services to match global trends instead of remaining in their comfort zones. Entrepreneur ought to enter into sustainable business agreements, business arrangements and business transactions with due regard to business survival, best practices in business and nature conservation. Drucker (1989:126) has emphasized this point by saying that the final reality in the new world economy is the emergency of transnational ecology. Concern for the ecology, the endangered habitat of the human race will increasingly have to be built on economic policy. An increasing concern for ecology, and policies in respect of it, will transcend national boundaries. The main dangers to the human habitat are increasingly global. And so increasingly will be the policies needed to protect and to preserve it. We still talk of 'environmental protection' as if it were protection of something that is outside of and separate from man. But what are endangered are the survival needs of the human race. Until the nineteenth century, the never-ending challenge was protection of mankind and its habitat against the forces of nature: epidemics, predators, floods and hurricanes. But in this century the need has arisen: to protect nature against man.

The commuter should simply be made aware of his/her rights when it comes to the use of public transport, s/he must be afforded proper and straightforward channels to air grievances or get necessary compensation in case of injury. The commuter must be afforded information, comfort and the necessary 'soft infrastructure' to make his/her life easy. As a matter of urgency, a road accident fund is necessary to compensate those suffer death or injury in road accidents.

Now is the time for the above three stakeholders to find each other, sit down come up with legislation, rules and regulations that are conducive to entrepreneurial growth, with build in checks and balances, transparency in implementations and bring back sanity to the public transport system with the medium term goal of matching Asia and Latin America.

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