

## TAXI INDUSTRY SUB-SECTOR CODE FOR BBBEE

### ANNEXURE A: TAXI INDUSTRY B-BBEE SCORECARD: ASSOCIATIONS/SECTION 21/PBO AND OWNERS/OPERATORS

NB: Section 21/Public Benefit Organisation (PBO) are sharing same targets as Associations

Taxi Associations/Section 21/PBO 5 Years				Taxi Owners and/or Operators (QSEs) 5 Years			
B-BBEE Element	Indicators of Empowerment	Private Sector (Associations) Targets	Private Sector (Associations) Weightings	Section 21/PBO Weightings	Indicators of Empowerment	Private Sector Targets	Private Sector Weightings
<b>Ownership</b>	Voting rights in the hands of black women	25% + 1 vote	3	N/A	Exercisable voting rights in the hands of black women	25%+1 vote	6
	Voting Rights in the Hands of black youth	5%	1		Economic interest in the hands of black women	25%	9
	Voting Rights in the hands of black designated groups excluding youth	5%	1		Net Economic Interest	25%	9
	Economic Interest in the hands of black women	25%	4		Realisation points		1
	Economic Interest in the hands of black youth	5%	2				

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	Economic Interest in the hands of black natural people in the enterprise excluding youth in the following: -Black designated groups; -Black participants in employee ownership scheme; -Black participants of broad-based ownership schemes or -Black participants in cooperatives.	3%	1				
	Net Economic Interest/ Net value	25% graduated over 10 years as per the Codes (year five at 60%)	7		Bonus Point		
	Ownership Fulfilment	-	1		Involvement in the ownership by black youth/designated Groups	10%	2
	Bonus Point						

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Management	Involvement in the ownership by black new entrants	10%	2		Involvement in the ownership by black participants in ESOPS or Broad Based Schemes	10%	1	
	Involvement in the ownership by black participants in ESOPS or Broad Based Schemes	10%	1					
	Exercisable Voting Rights of black women Board members	50%	2	2	Black Women representation at Top Management level	50%	15	
	Exercisable Voting Rights of black youth Board members	25%	2	2	Black youth representation at Top Management	40%	10	
	Black Women Top Managers as a percentage of all such employees	50%	4	4				
	Black Youth Top Managers as a percentage of all such employees	25%	4	4	<b>Bonus Point:</b> Black People Living with disability	1%	3	

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Employment Equity	Black people with disability at Top Management as a percentage of all such employees	2%	3	3	representation at Top Management		
	Black women as a percentage of total number of employees	50%	6	6	Black women employees as a percentage of all employees	50%	15
	Black Youth as a percentage of total number of employees	30%	6	6	Black youth who are employees as a percentage of all employees	40%	10
	Black People with disability as a percentage of total employees	2%	3	3	<b>Bonus Point:</b> Black people with disability as a percentage of all employees	1%	2

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Skills Development					Skills Development expenditure on learning programmes for black people as a percentage of leviable amount/payroll			
	Skills Spend on black employees as a % of the leviable amount/payroll	2%	6	8	amount/payroll	1%	9	
	Number of employees in Accredited Learning Programmes as a % of total workforce	5%	6	8	Skills Development expenditure on learning programmes for black women as a percentage of leviable amount/payroll	1%	9	

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	Skills Spend on black employees living with disabilities as a % of total payroll	0.5%	3	4	Skills Development expenditure on learning programmes for black youth as a percentage of leviable amount/payroll	1%	7
Preferential Procurement	Procurement from all B-BBEE Compliant Enterprises as defined by the B- BBEE Recognition Levels as a % of discretionary spend		10	12	BEE procurement spend from all Suppliers based on the B-BBEE Procurement Recognition Levels as a percentage of Total Measured Procurement	50%	25
	Procurement from B- BBEE Compliant QSEs and EME as defined by the B- BBEE Recognition Levels as a % of Total Measured Procurement	15%	5	3			

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	Procurement from 50% Black-Owned as a % of total Measured	12%	5	3			
	Procurement from 30% Black Women- Owned Enterprises as a % of Total Measured						
	Procurement Spend	8%	5	2			
Enterprise Development	Enterprise development contributions as a percentage of NPAT/payroll	1% of Payroll/3% of NPAT	5	15	Enterprise Development contributions as a percentage of NPAT/payroll	2% of NPAT/0.6% Payroll	25
Social- economic development	SED contributions as a percentage of NPAT/payroll	0.3% of Payroll/1% of NPAT	5	15	SED contributions as a percentage of NPAT/payroll	1% NPAT or 0.3% Payroll	25
<b>TOTAL</b>			<b>100</b>	<b>100</b>			<b>175</b>

The ownership element will only apply to association registered as private, public companies, close corporations and partnerships.

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### ANNEXURE B: TAXI RECAPITALISATION PROJECT – POTENTIAL BEE OPPORTUNITIES

Taxi Recapitalisation project Element	Sector where activity is generated	Opportunities for BEE	Equity
NTV Operator	<ul style="list-style-type: none"> <li>Tourism</li> <li>Current business operation</li> <li>Improved business operation</li> <li>Vehicle warehousing</li> <li>Deliveries</li> </ul>	<ul style="list-style-type: none"> <li>Pre-booked tours</li> <li>Curio sales</li> <li>Catering</li> <li>Deliveries</li> <li>JV with NTV manufacturers</li> </ul>	<ul style="list-style-type: none"> <li>JV with NTV manufacturers</li> </ul>
NTV Manufacturer	<ul style="list-style-type: none"> <li>Automotive manufacturing</li> <li>NTV manufacture</li> <li>Component supply</li> <li>Raw material supply</li> <li>Vehicle distribution</li> <li>Vehicle warehousing</li> <li>Vehicle sales</li> <li>Vehicle maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Supplier development (especially SMME)</li> <li>Logistics management</li> <li>Vehicle maintenance</li> </ul>	
Bank (Financing)	<ul style="list-style-type: none"> <li>Commercial (financing institutes)</li> </ul>	<ul style="list-style-type: none"> <li>New business in the form of franchises</li> </ul>	
DOT (Licensing/registration)	<ul style="list-style-type: none"> <li>Administration - License issue</li> </ul>	<ul style="list-style-type: none"> <li>Printing</li> </ul>	
EMS	<ul style="list-style-type: none"> <li>Information technology</li> </ul>	<ul style="list-style-type: none"> <li>JV with EMS provider</li> <li>Hardware/software supply</li> <li>Sub component supply</li> <li>Installation businesses – fitment/retrofitment</li> </ul>	



**TAXI INDUSTRY SUB-SECTOR CODE FOR BBBEE**

<b>Taxi Recapitalisation project Element</b>	<b>Sector where activity is generated</b>	<b>Opportunities for BEE</b>	<b>Equity</b>
		<ul style="list-style-type: none"> <li>• New business in the form of franchises</li> <li>• Maintenance and support structures</li> </ul>	
Consulting Agents (verify payment)	<ul style="list-style-type: none"> <li>• Consultancy services</li> </ul>	<ul style="list-style-type: none"> <li>• Consultants</li> <li>• Taxi industry planning</li> <li>• JV with scrapping agent</li> </ul>	
Scrapping Administration Agents	<ul style="list-style-type: none"> <li>• Recycling</li> </ul>	<ul style="list-style-type: none"> <li>• Scrap metal sales</li> <li>• New business in the form of franchises</li> <li>• Logistics support</li> <li>• Infrastructure development</li> </ul>	
Facilities	<ul style="list-style-type: none"> <li>• Building and roads construction</li> </ul>	<ul style="list-style-type: none"> <li>• Construction services</li> <li>• Materials supply</li> <li>• Consultancy</li> </ul>	
Communication	<ul style="list-style-type: none"> <li>• Advertising and marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Printing</li> <li>• Photography</li> <li>• Communications</li> </ul>	
Refurbishment	<ul style="list-style-type: none"> <li>• Engine remanufacturing</li> </ul>		

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### ANNEXURE C: EVALUATION MATRICES

An example of the matrix to be used to measure stakeholder commitments. This example indicates the matrix that will be used to measure commitments by TETA to the skills development.

Action Undertaken	Input measurement	Output measurement	Quality Control
Conduct research to identify scarce skills	Money spent on research as a % of total discretionary funds	Progress Report on research to Steering Committee/ Transport Charter Council	Steering Committee/Transport Charter Council
Conduct research on the supply side of the skills development equation	Money spent on research as a % of total discretionary funds	Progress Report on research to Steering Committee/ Transport Charter Council	Steering Committee/ Transport Charter Council
Introduce new categories of learnerships	Money spent on research as a % of total discretionary funds	Report to Steering Committee/ Transport Charter Council on the number of new learnership categories introduced and accredited as a % of the number of new categories identified	TETA & Steering Committee/ Transport Charter Council
Collect and publish detailed and aggregated statistics on the EE profile of the industry	Money spent on research as a % of total discretionary funds	Progress Report on research to Steering Committee/ Transport Charter Council	Steering Committee/ Transport Charter Council
Assist in unlocking the funds from the National Skills Fund	Money spent on assistance as a % of total discretionary funds	Report to Steering Committee on value of funding unlocked as a % of total funds required to address learnership needs in the Taxi Sector	Steering Committee/ Transport Charter Council
Continuously benchmark training programmes against international best practice	Money spent on research as a % of total discretionary funds	Progress Report on research to Steering Committee/ Transport Charter Council	Steering Committee/ Transport Charter Council
Expand the number of learnerships available based on the sector's skills requirements	Number of new learnership categories introduced and accredited as a % of the number of new categories identified	Number of learners in initiated learnerships as a % of total skills required in each category	TETA & Steering Committee/ Transport Charter Council
Facilitate easy access to finance learnerships and eliminate bottlenecks and bureaucratic procedures in accessing grants	Money spent on assistance as a % of total discretionary funds	Report to Steering Committee/ Transport Charter Council on value of funding available as a % of total funds required to address learnership needs in the Taxi Sector	TETA & Steering Committee/ Transport Charter Council