



TITLE: BUS AND TAXI COMMISSION

PRESENTER: TYRONE NAIDOO

**FACILITATOR: ANCHARL BARNIPARSADH, LWANDLE NORMAN, SAM
MANAMELA, SANDILE KESWA**

RAPPOORTEURS: TSHILO



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HOW FAR HAVE WE COME?

SNAP SHOT OF THE INDUSTRY

WHAT ARE THE CHALLENGES?

WHAT ARE THE OPPORTUNITIES?

**WHAT IS AN INCLUSIVE
ECONOMY?**





LEGISLATION

AS GAZETTED FOR 9(5) IN 2017

LEGISLATION



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KEY AMENDMENTS TO B-BBEE ACT

1. Introduction of a **trumping clause**;
2. **Establishment** of the B-BBEE Commission;
3. **Specifying requirements re: monitoring, evaluation and reporting**;
4. **Introducing offences penalties & prohibitions**;
5. **Introducing the concept of “B-BBEE verification Regulator and professionals”**; and
6. Clarifying & extending the **dti Minister’s power to make regulations**.
7. **Section 10: Status of the Codes of Good Practice**: *Every organ of state and public entity **MUST** apply any relevant code of good practice issued in terms of this Act in-*
 - **Determining qualification criteria for the issuing of licences, concessions or other authorisations** in respect of economic activity in terms of any law;
 - **Developing and implementing a preferential procurement policy**;
 - **Determining qualification criteria for the sale of state-owned enterprises**;
 - **Developing criteria for entering into partnerships with the private sector**; and
 - **Determining criteria for the awarding of incentives, grants; and**
 - **Investment schemes** in support of BBEE.



Section 10 of the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003), as amended by Act No. 46 of 2013

10 (1) Every organ of state and public entity must apply any relevant code of good practice issued in terms of this Act in-

- (a) determining qualification criteria for the issuing of licenses, concessions or other authorisations in respect of economic activity in terms of any law;**
- (b) developing and implementing a preferential procurement policy;
- (c) determining qualification criteria for the sale of state-owned enterprises;
- (d) developing criteria for entering into partnerships with the private sector; and
- (e) determining criteria for the awarding of incentives, grants and investment schemes in support of broad based black economic empowerment.



Section 13G (1) of the Broad-Based Black Economic Empowerment Act, 2003 (Act No. 53 of 2003), as amended by Act No. 46 of 2013

(1) All spheres of government, public entities and organs of state must report on their compliance with the broad-based black economic empowerment in their audited annual financial statements and annual reports required under the Public Finance Management Act, 1999 (Act No. 1 of 1999)



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DEFENITION OF BLACK

1. African
2. Indian
3. Coloured

South African by Birth, Decent or Naturalization Prior to 27 April 1994



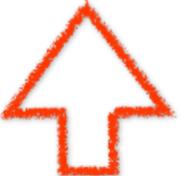
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OPPORTUNITY BARRIER

Ownership

Management Control



BUSINESS BARRIER

Preferential Procurement

Enterprise and Supplier Development



SKILLS BARRIER

Skills Development



POVERTY BARRIER

Employment Equity

Socio Economic Development





THE DRAFT BUS SECTOR CODES
AS GAZETTED FOR 9(5) IN 2017

BUS COMMUTER AND COACH SERVICES SCORECARD



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GENERIC SCORECARD



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OWNERSHIP



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Measurement Category and Criteria	Bus Commuter and Coach Services Weightings	Bus Commuter Targets	Coach Services Targets
2.1 Voting Rights			
2.1.1 Exercisable voting rights in the hands of Black people	5	40%	30%
2.1.2 Exercisable voting rights in the hands of Black Women	2	16%	12%
2.2 Economic Interest			
2.2.1. Economic interest in the hands of Black people	5	40%	30%
2.2.2. Economic interest in the hands of Black Women	2	16%	12%
2.2.3 Economic Interest of any of the following Black Natural People in the Measured Entity			
2.2.3.1. Black designated groups Black; 2.2.3.2. Black participation in Employee Ownership Schemes Ownership Programmes (ESOP); 2.2.3.3 Black beneficiaries of Broad based Ownership Schemes; 2.2.3.4. Black participants in Co-operatives	3	4%	3%
2.2.4 Involvement in the ownership by Black New Entrants	3	4%	3%
2.3 Realization Points			
2.3.1 Net Value/Net Economic Interest	8	Refer to Annexure C	Refer to Annexure C
TOTAL	28		

MANAGEMENT CONTROL SCORECARD



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Indicators of Empowerment	Bus Commuter and Coach Services Weightings	Bus Commuter and Coach Services Targets
2.1. Board Participation		
2.1.1. Exercisable voting rights of Black board members as a percentage of all board members	2	50%
2.1.2. Exercisable voting rights of Black women as a percentage of all board members	1	25%
2.1.3. Black Executive directors as a percentage of total number of executive directors	2	50%
2.1.4. Black Women Executive directors as a percentage of total number of executive directors	1	25%
2.2. Other Executive Management		
2.2.1 Black Executive Management as a percentage of all executives management	2	60%
2.2.2. Black Female Executive Management as a percentage of all executives management	1	30%
2.3. Senior Management		
2.3.1. Black employees in senior management as a percentage of all senior management	2	60%
2.3.2. Black female employees in senior management as a percentage of all senior management	1	30%
2.4. Middle Management		
2.4.1. Black employees in middle management as a percentage of all middle management	2	75%
2.4.2. Black female employees in middle management as a percentage of all middle management	1	38%
2.5. Junior Management		
2.5.1. Black employees in junior management as a percentage of all junior management	1	88%
2.5.2. Black female employees in junior management as a percentage of all junior management	1	44%
2.6. Semi Skilled and Unskilled positions		
2.6.1. Black Women in Semi Skilled and Unskilled positions as a percentage of all Semi Skilled and Unskilled employees	1	46%
2.7. Employees with disabilities		
2.7.1. Black employees with disabilities as a percentage of all employees (Excluding Drivers)	2	2%
2.7.2. Black female employees with disabilities as a percentage of all employees (Excluding Drivers)	1	1%
TOTAL	21	

SKILLS DEVELOPMENT SCORECARD



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Measurement Category and Criteria	Bus Commuter and Coach Services Weightings	Bus Commuter and Coach Services Targets
2.1 Skills Development Expenditure on any programme specified in the Learning Programmes Matrix for Black people as a percentage of the Leivable Amount.		
2.1.1 Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for Black people as a percentage of the Leivable Amount	8	6%
2.1.2 Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for Black People with disabilities as a percentage of the Leivable Amount (Excluding leivable amount of drivers)	4	0.5%
2.2. Advancement Programmes aligned to the Sector Specific Scare and Critical Skills		
2.2.1 Senior Management		
2.2.1.1 Number of Black people in Senior Management Participating in Advancement Programmes as a percentage of all Senior Management.	1	5%
2.2.1.1 Number of Black Females in Senior Management Participating in Advancement Programmes as a percentage of all Senior Management.	1	2.5%

2.2.2 Middle Management		
2.2.2.1 Number of Black People in Middle Management Participating in Advancement Programmes as a percentage of all Middle Management	1	10%
2.2.2.2 Number of Black Females in Middle Management Participating in Advancement Programmes as a percentage of all Middle Management	1	5%
2.2.3 Junior Management		
2.2.3.1 Number of Black People in Junior Management Participating in Advancement Programmes as a percentage of all Junior Management	1	15%
2.2.3.1 Number of Black Females in Junior Management Participating in Advancement Programmes as a percentage of all Junior Management	1	7.5%
2.2.4 Semi-Skilled and Unskilled		
2.2.4.1 Number of Black People in Semi-Skilled and Unskilled Positions Participating in Advancement Programmes as a percentage of all Semi-Skilled and Unskilled Employees	1	20%
2.2.4.1 Number of Black Females in Semi-Skilled and Unskilled Positions Participating in Advancement Programmes as a percentage of all Semi-Skilled and Unskilled Employees	1	10%
2.4. Promotion		
2.4.1 Number of black employees promoted by the measured entity at the end of their participation in Advancement Programmes	3	25%

2.5 Learnerships, Apprenticeships and Internships		
2.5.1. Number of Black employees participating in Learnerships, Apprenticeships and Internships as a percentage of total employees (18.1 Learnerships)	4	4%
2.5.2 Number of Black unemployed people participating in Learnerships, Apprenticeships and Internships as a percentage of total employees (18.2 Learnerships)	4	5%
2.6. Bonus Points		
2.6.1 Number of black people absorbed by the measured and Industry entity at the end of the Learnerships programme	5	100%
TOTAL	31	

ENTERPRISE AND SUPPLIER SCORECARD



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Measurement Category and Criteria	Bus Commuter and Coach Services Weightings	Bus Commuter and Coach Services Targets
2.1. Preferential Procurement		
2.1.1. B-BBEE Procurement Spend from Empowering Suppliers based on the B-BBEE Procurement Recognition Level as a percentage of Total Measurable Procurement Spend	4	80%
2.1.2. B-BBEE Procurement Spend from all Empowering Suppliers that are Level 4 and above Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Level as a percentage of Total measurable Procurement Spend	3	15%
2.1.3. B-BBEE Procurement Spend from Level 4 and above Exempt Micro Enterprises based on the applicable B-BBEE Procurement Recognition Level as a percentage of Total measurable Procurement Spend	4	15%
2.1.4. B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% black owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	9	40%
2.1.5. B-BBEE Procurement Spend from Empowering Suppliers that are at least 30% black women owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	5	15%
2.1.6. Bonus Points		
2.1.6.1. B-BBEE Procurement Spend from Designated Group Suppliers that are at least 51% Black Owned	2	3%
2.1.7. Supplier Development		
2.1.7.1. Annual value of all Supplier Development Contributions made by the measured entity as a percentage of the target	10	2% of NPAT
2.1.8. Enterprise Development		
2.1.8.1. Annual value of Enterprise Development Contributions and Sector Specific Programmes made by the Measured Entity as a percentage of the target	5	1% of NPAT
2.1.9. Bonus Points		
2.1.9.1. Bonus point for the graduation of one or more Enterprise Development beneficiaries to graduate to the Supplier Development level	1	
2.1.9.2. Bonus point for creating one or more jobs directly as a result of Supplier Development and Enterprise Development initiatives by the Measured entity	1	
TOTAL	40	

SOCIO ECONOMIC DEVELOPMENT SCORECARD



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Measurement Category and Criteria	Bus Commuter and Coach Services Weightings	Bus Commuter and Coach Services Targets
2.1. Annual value of Socio Economic Development Contributions made by the Measured Entity as a percentage of the target	5	1% of NPAT
<u>TOTAL</u>	5	

SPECIALISED SCORECARD



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MANAGEMENT CONTROL SCORECARD



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Measurement Category and Criteria	Bus Commuter and Coach Services Weightings	Bus Commuter and Coach Services Targets
2.1. Board Participation		
2.1.1. Exercisable voting rights of Black board members as a percentage of all board members	2	60%
2.1.2. Exercisable voting rights of Black women as a percentage of all board members	1	30%
2.1.3. Black Executive directors as a percentage of total number of executive directors	2	60%
2.1.4. Black Women Executive directors as a percentage of total number of executive directors	1	30%
2.2. Black Youth in Management		
2.2.1. Black Youth in Management as a percentage of senior management and above	2	20%
2.3. Other Executive Management		
2.3.1. Black Executive Management as a percentage of all executives management	2	60%
2.3.2. Black Female Executive Management as a percentage of all executives management	1	30%
2.4. Management with disabilities		
2.4.1. Black People with disabilities as a percentage of all Management	2	2%
2.4.2. Black Women with disabilities as a percentage of all Management	1	1%
2.5. Senior Management		
2.5.1. Black employees in senior management as a percentage of all senior management	2	70%
2.5.2. Black female employees in senior management as a percentage of all senior management	1	35%
2.6. Middle Management		
2.6.1. Black employees in middle management as a percentage of all middle management	2	80%
2.6.2. Black female employees in middle management as a percentage of all middle management	1	40%
2.7. Junior Management		
2.7.1. Black employees in junior management as a percentage of all junior management	2	88%
2.7.2. Black female employees in junior management as a percentage of all junior management	1	44%
2.8. Semi Skilled and Unskilled positions		
2.8.1. Black Women in Semi Skilled and Unskilled positions as a percentage of all Semi Skilled and Unskilled employees	2	46%
2.9. Black Youth Employees		
2.9.1. Black youth in technical positions as a percentage of employees	2	20%
2.10. Employees with disabilities		
2.10.1. Black employees with disabilities as a percentage of all employees	2	2%
2.10.2. Black women with disabilities as a percentage of all employees	1	1%
TOTAL	30	

SKILLS DEVELOPMENT SCORECARD



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Measurement Category and Criteria	Bus Commuter and Coach Services Weightings	Bus Commuter and Coach Services Targets
2.1 Skills Development Expenditure on any programme specified in the Learning Programmes Matrix for Black people as a percentage of the Leviable Amount.		
2.1.1 Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for Black people as a percentage of the Leviable Amount	8	6%
2.1.2 Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for Black People with disabilities as a percentage of the Leviable Amount (Excluding leviable amount of drivers)	4	0.5%
2.2. Advancement Programmes aligned to the Sector Specific Scare and Critical Skills		
2.2.1 Senior Management		
2.2.1.1 Number of Black people in Senior Management Participating in Advancement Programmes as a percentage of all Senior Management.	2	5%
2.2.1.1 Number of Black Females in Senior Management Participating in Advancement Programmes as a percentage of all Senior Management.	1	2.5%

2.2.2 Middle Management		
2.2.2.1 Number of Black People in Middle Management Participating in Advancement Programmes as a percentage of all Middle Management	2	10%
2.2.2.2 Number of Black Females in Middle Management Participating in Advancement Programmes as a percentage of all Middle Management	1	5%
2.2.3 Junior Management		
2.2.3.1 Number of Black People in Junior Management Participating in Advancement Programmes as a percentage of all Junior Management	2	15%
2.2.3.1 Number of Black Females in Junior Management Participating in Advancement Programmes as a percentage of all Junior Management	1	7.5%
2.2.4 Semi-Skilled and Unskilled		
2.2.4.1 Number of Black People in Semi-Skilled and Unskilled Positions Participating in Advancement Programmes as a percentage of all Semi-Skilled and Unskilled Employees	2	20%
2.2.4.1 Number of Black Females in Semi-Skilled and Unskilled Positions Participating in Advancement Programmes as a percentage of all Semi-Skilled and Unskilled Employees	1	10%
2.4. Promotion		
2.4.1 Number of black employees promoted by the measured entity at the end of their participation in Advancement Programmes	3	25%

2.5 Learnerships, Apprenticeships and Internships		
2.5.1. Number of Black employees participating in Learnerships, Apprenticeships and Internships as a percentage of total employees (18.1 Learnerships)	4	4%
2.5.2 Number of Black unemployed people participating in Learnerships, Apprenticeships and Internships as a percentage of total employees (18.2 Learnerships)	4	5%
2.6. Bonus Points		
2.6.1 Number of black people absorbed by the measured and Industry entity at the end of the Learnerships programme	5	100%
TOTAL	35	

ENTERPRISE AND SUPPLIER DEVELOPMENT SCORECARD



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Measurement Category and Criteria	Bus Commuter and Coach Services Weightings	Bus Commuter and Coach Services Targets
2.1. Preferential Procurement		
2.1.1. B-BBEE Procurement Spend from Empowering Suppliers based on the B-BBEE Procurement Recognition Level as a percentage of Total Measurable Procurement Spend	4	80%
2.1.2. B-BBEE Procurement Spend from all Empowering Suppliers that are Level 4 and above Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Level as a percentage of Total measurable Procurement Spend	3	15%
2.1.3. B-BBEE Procurement Spend from Level 4 and above Exempt Micro Enterprises based on the applicable B-BBEE Procurement Recognition Level as a percentage of Total measurable Procurement Spend	4	15%
2.1.4. B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% black owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	10	50%
2.1.5. B-BBEE Procurement Spend from Empowering Suppliers that are at least 30% black women owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	5	15%
2.1.6. B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% black youth owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	2	12%
2.1.7. B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% owned by Black people with disabilities based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	2	10%
2.1.8. Bonus Points		
2.1.8.1. B-BBEE Procurement Spend from Designated Group Suppliers that are at least 51% Black Owned	3	5%

2.2. Supplier Development		
2.2.1. Annual value of all Supplier Development Contributions made by the measured entity as a percentage of the target	7,5	2% of NPAT or 0.2% Annual Revenue/ Allocated budget/ Gross receipts / Discretionary spend
2.2.2. Annual value of all subcontracting of profitable routes and/profitable depots to Small Bus Operators in the region	7,5	1% of NPAT or 0.1% Annual Revenue/ Allocated budget/ Gross receipts / Discretionary spend
2.3. Enterprise Development		
2.3.1. Annual value of Enterprise Development Contributions and Sector Specific Programmes made by the Measured Entity as a percentage of the target	5	1% of NPAT or 0.1% Annual Revenue/ Allocated budget/ Gross receipts / Discretionary spend
2.4. Bonus Points		
2.4.1. Bonus point for the graduation of one or more Enterprise Development beneficiaries to graduate to the Supplier Development level	1	
2.4.2. Bonus point for creating one or more jobs directly as a result of Supplier Development and Enterprise Development initiatives by the Measured entity	1	
<u>TOTAL</u>	50	

SOCIO ECONOMIC DEVELOPMENT SCORECARD



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Measurement Category and Criteria	Bus Commuter and Coach Services Weightings	Bus Commuter and Coach Services Targets
2.1. Annual value of Socio Economic Development Contributions made by the Measured Entity as a percentage of the target	5	1% of 'NPAT or 0.1% Annual Revenue/ Allocated budget/ Gross receipts / Discretionary spend
TOTAL	5	

TOTAL SCORECARD



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ELEMENT	BUS COMMUTER AND COACH SERVICES SCORE
MANGEMENT AND CONTROL	30
SKILLS DEVELOPMENT	35
ENTERPRISE AND SUPPLIER DEVELOPMENT	50
SOCIO-ECONOMIC DEVELOPMENT	5
TOTAL	120

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MANAGEMENT CONTROL SCORECARD



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Measurement Category and Criteria	Bus Commuter and Coach Services Weightings	Bus Commuter and Coach Services Targets
1.1 Executive Management		
1.1.1 Black Executive Management as a percentage of all Executive Management	9	50%
1.1.2 Black Female Executive Management as a percentage of all Executive Management	6	25%
1.2 Non-Executive Management		
1.2.1 Black representation at non- executive management as a percentage of all non-executive management	9	60%
1.2.2 Black female representation at non- executive management as a percentage of all non-executive management	6	30%
TOTAL	30	

SKILLS DEVELOPMENT SCORECARD



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Measurement Category and Criteria	Bus Commuter and Coach Services Weightings	Bus Commuter and Coach Services Targets
1.1 Skills Development Expenditure on any programme specified in the Learning Programmes Matrix for Black people as a percentage of the Leivable Amount.		
1.1.1 Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for Black people as a percentage of the Leivable Amount	16	4%
1.1.2 Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for Black females as a percentage of the Leivable Amount	8	2%
1.2 Advancement Programmes aligned to the Sector Specific Score and Critical Skills		
1.2.1 Number of Black Engineers participating in Advancement programmes as a percentage of all Engineers.	5	30%
1.2.2 Junior Management		
1.2.2.1 Number of Black People in Junior Management Participating in Advancement Programmes as a percentage of all Junior Management	2	20%
1.2.2.2 Number of Black Females in Junior Management Participating in Advancement Programmes as a percentage of all Junior Management	1	10%
1.2.3 Semi-Skilled and Unskilled		
1.2.3.1 Number of Black People in Semi-Skilled and Unskilled Positions Participating in Advancement Programmes as a percentage of all Semi-Skilled and Unskilled Employees	2	30%
1.2.3.2 Number of Black Females in Semi-Skilled and Unskilled Positions Participating in Advancement Programmes as a percentage of all Semi-Skilled and Unskilled Employees	1	10%
1.3 Bonus Points		
1.3.1 Number of black people absorbed by the measured and Industry entity at the end of the Learnerships programme	5	100%
TOTAL	35	

ENTERPRISE AND SUPPLIER DEVELOPMENT SCORECARD



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Measurement Category and Criteria	Bus Commuter and Coach Services Weightings	Bus Commuter and Coach Services Targets
1.1 Preferential Procurement		
1.1.1 B-BBEE Procurement Spend from Empowering Suppliers based on the B-BBEE Procurement Recognition Level as a percentage of Total Measurable Procurement Spend	10	60%
1.1.2 B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% black owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	15	15%
1.1.3 B-BBEE Procurement Spend from Empowering Suppliers that are at least 30.01% black owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	5	10%
1.1.4 Bonus Points		
11.1.4.1 B-BBEE Procurement Spend from Designated Group Suppliers that are at least 51% Black Owned	2	2%
1.2 Supplier Development		
1.2.1 Annual value of all Supplier Development Contributions made by the measured entity as a percentage of the target	10	1,5% of NPAT/ 0.15% Annual Revenue/ Allocated budget/ Gross receipts
1.3 Enterprise Development		
1.3.1 Annual value of Enterprise Development Contributions and Sector Specific Programmes made by the Measured Entity as a percentage of the target	10	1,5% of NPAT/ 0.15% Annual Revenue/ Allocated budget/ Gross receipts
1.4 Bonus Points		
1.4.1. Bonus point for the graduation of one or more Enterprise Development beneficiaries to graduate to the Supplier Development level	1	
1.4.2. Bonus point for creating one or more jobs directly as a result of Supplier Development and Enterprise Development initiatives by the Measured entity	1	
TOTAL	50	

SOCIO ECONOMIC DEVELOPMENT SCORECARD



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Measurement Category and Criteria	Bus Commuter and Coach Services Weightings	Bus Commuter and Coach Services Targets
1.1 Annual value of Socio Economic Development Contributions made by the Measured Entity as a percentage of the target	5	1% of NPAT/ 0.1% Annual Revenue/ Allocated budget/ Gross receipts
TOTAL	5	



THE DRAFT TAXI SECTOR CODES
AS GAZETTED FOR 9(5) IN 2017

Measurement Category and Criteria	Private Sector (Association) Weightings	Private Sector (Association) Targets	Section 21/PBO Targets
2.1 Voting Rights			
2.1.1. Exercisable voting rights in the hands of Women	5	40%	N/A
2.1.2. Exercisable voting rights in the hands of Black Youth	2	20%	
2.1.3. Exercisable voting rights in the hands of Black Designated Group (Excluding Black Youth)	3	10%	
2.2. Economic Interest			
2.2.1. Economic interest in the hands of Black Women	5	40%	
2.2.2. Economic interest in the hands of Black Youth	2	20%	
2.2.3. Economic interest of the following Black natural people in the Measured Entity excluding youth in the following: ^{[[1]]} _{[[2]]}	2	5%	
2.2.3.1. Black designated groups Black;			
2.2.3.2. Black participation in Employee Ownership Schemes Ownership Programmes (ESOP);			
2.2.3.3 Black beneficiaries of Broad based Ownership Schemes;			
2.2.3.4. Black participants in Co-operatives			
2.2.4. Involvement in the ownership by Black New Entrants	3	15%	
2.3. Realization Points			
2.3.1. Net Value/Net Economic Interest	8	Refer to Annexure C	
TOTAL	30		

MANAGEMENT CONTROL SCORECARD



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Measurement Category and Criteria	Private Sector (Association) Weightings	Private Sector (Association) Targets	Section 21/PBO Weightings	Section 21/PBO Targets
Board Participation				
Exercisable voting rights of Black board members as a percentage of all board members	4	80%	4	80%
Exercisable voting rights of Black women board members as a percentage of all board members	2	40%	3	40%
Exercisable voting rights of Black youth as a percentage of all board members	1	20%	2	20%
Other Executive Management				
Black People at Top Management as a percentage of Top Management	4	75%	4	75%
Black People Top Management as a percentage of Top Management	2	38%	3	38%
Black Youth Top Management as a percentage of Top Management	1	15%	2	15%
Employees				
Black employees as a percentage of all employees	2	85%	2	85%
Black women employees as a percentage of all employees	1	55%	1	55%
Black youth employees as a percentage of all employees	1	30%	2	30%
Employees with disabilities				
Black people employees with disabilities as a percentage of all employees	2	2%	2	2%
TOTAL	20		25	

SKILLS DEVELOPMENT SCORECARD



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REPUBLIC OF SOUTH AFRICA

Measurement Category and Criteria	Private Sector (Association) Weightings	Private Sector (Association) Targets	Section 21/PBO Weightings	Section 21/PBO Targets
2.1.Skills Development Expenditure on any programme specified in the Learning Programmes Matrix for Black people as a percentage of the Leviable Amount				
2.1.1. Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for Black people as a percentage of the Leviable Amount	8	3%	12	4%
2.1.2. Skills Development Expenditure on Learning Programmes specified in the Learning Programmes Matrix for Black Employees with disabilities as a percentage of the Leviable Amount	2	0.1% (Excluding Drivers)	5	0.1,5% (Excluding drivers)
2.2.Learnerships, Apprenticeships and Internships				
2.2.1.Number of Black employees participating in Learnerships, Apprenticeships and Internships as a percentage of total employees	6	6%	10	6%
2.2.2.Number of black unemployed people participating in training specified in the learning programme matrix as a percentage of number of employees	4	2,50%	8	5%
2.3.Bonus Points				
2.3.1.Number of black people absorbed by the measured and/or Industry entity at the end of the learnerships programme	5	100%	5	100%
<u>TOTAL</u>	20		35	

ENTERPRISE AND SUPPLIER DEVELOPMENT SCORECARD



transport

Department:
Transport
REPUBLIC OF SOUTH AFRICA

Measurement Category and Criteria	Private Sector (Association) Weightings	Private Sector (Association) Targets	Section 21/PBO Weightings	Section 21/PBO Targets
2.1. Preferential Procurement				
2.1.1 B-BBEE Procurement Spend from Empowering Suppliers based on the B-BBEE Procurement Recognition Level as a percentage of Total Measurable Procurement Spend	2	80%	4	80%
2.1.2.B-BBEE Procurement Spend from all Empowering Suppliers that are Level 4 and above Qualifying Small Enterprises based on the applicable B-BBEE Procurement Recognition Level as a percentage of Total measurable Procurement Spend	4	15%	5	20%
2.1.3.B-BBEE Procurement Spend from Level 4 and above Exempt Micro Enterprises based on the applicable B-BBEE Procurement Recognition Level as a percentage of Total measurable Procurement Spend	4	15%	4	20%
2.1.4.B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% black owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	9	40%	12	50%
2.1.5. B-BBEE Procurement Spend from Empowering Suppliers that are at least 30% black women owned based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	4	15%	5	15%
2.1.6 B-BBEE Procurement Spend from Empowering Suppliers that are at least 51% black owned co-operatives based on the applicable B-BBEE Procurement Recognition Levels as a percentage of the Total Measured Procurement Spend	2	30%	5	30%
2.1.7. Bonus Points				
2.1.7.1.B-BBEE Procurement Spend from Designated Group Suppliers that are at least 51% Black Owned	2	3%	2	3%
2.2. Supplier Development				
2.2.1. Annual value of all Supplier Development Contributions made by the measured entity as a percentage of the target	10	2% of NPAT	10	2% of Payroll
2.3. Enterprise Development				
2.3.1. Annual value of Enterprise Development Contributions and Sector Specific Programmes made by the Measured Entity as a percentage of the target	5	1% of NPAT	10	2% of Payroll
2.4. Bonus Points				
2.4.1. Bonus point for the graduation of one or more Enterprise Development beneficiaries to graduate to the Supplier Development level	1		1	
2.4.2. Bonus point for creating one or more jobs directly as a result of Supplier Development and Enterprise Development initiatives by the Measured entity	1		1	
TOTAL	40		55	

SOCIO ECONOMIC DEVELOPMENT SCORECARD



transport

Department:
Transport
REPUBLIC OF SOUTH AFRICA

Measurement Category and Criteria	Private Sector (Association) Weightings	Private Sector (Association) Targets	Section 21/PBO Weightings	Section 21/PBO Targets
2.1. Annual value of Socio Economic Development Contributions made by the Measured Entity as a percentage of the target	5	1% of NPAT	10	1% of Payroll
TOTAL	5		10	



THE ALIGNMENT PROCESS

WHAT IS THE WAY FORWARD?

OBJECTIVES OF ALIGNMENT

To acknowledge and recognize the specific characteristics within the Sector which were brought about by apartheid policies and resulted in the industry being a highly racialized sector

Incorporate the unique features of the Sector without deviating from the broad principles of the generic codes of good practice, thereby addressing the sector specific peculiarities in the Sector.

To strengthen the **monitoring, evaluation, enforcement and reporting of compliance targets for B-BBEE** against which all entities conducting business in the Sector can be regulated.



SECTOR CODES ALIGNMENT PROCESS

DEVELOPING AND GAZETTING OF TRANSFORMATION SECTOR CODES

1. Line Ministry must appoint a Charter Council in line with Statement 003 – of the B-BBEE Generic Codes of Practice.
2. The Charter Council must comprise of people with common commercial characteristics.
3. The proposed Sector Codes must fully address all the Elements in the Generic Scorecards.
4. The proposed Sector Codes must clearly define its scope of application.
5. Before Gazetting the Proposed the Council must demonstrate to line Ministry and to the DTIC that there have been an extensive consultation process.

SECTION 9(5) GAZETTE

The Minister (of the DTIC) must, before issuing, replacing or amending a code of practice in terms of subsection (1) –

(a) Publish the draft Code of Good Practice or amendment in the Gazette for public comment; and

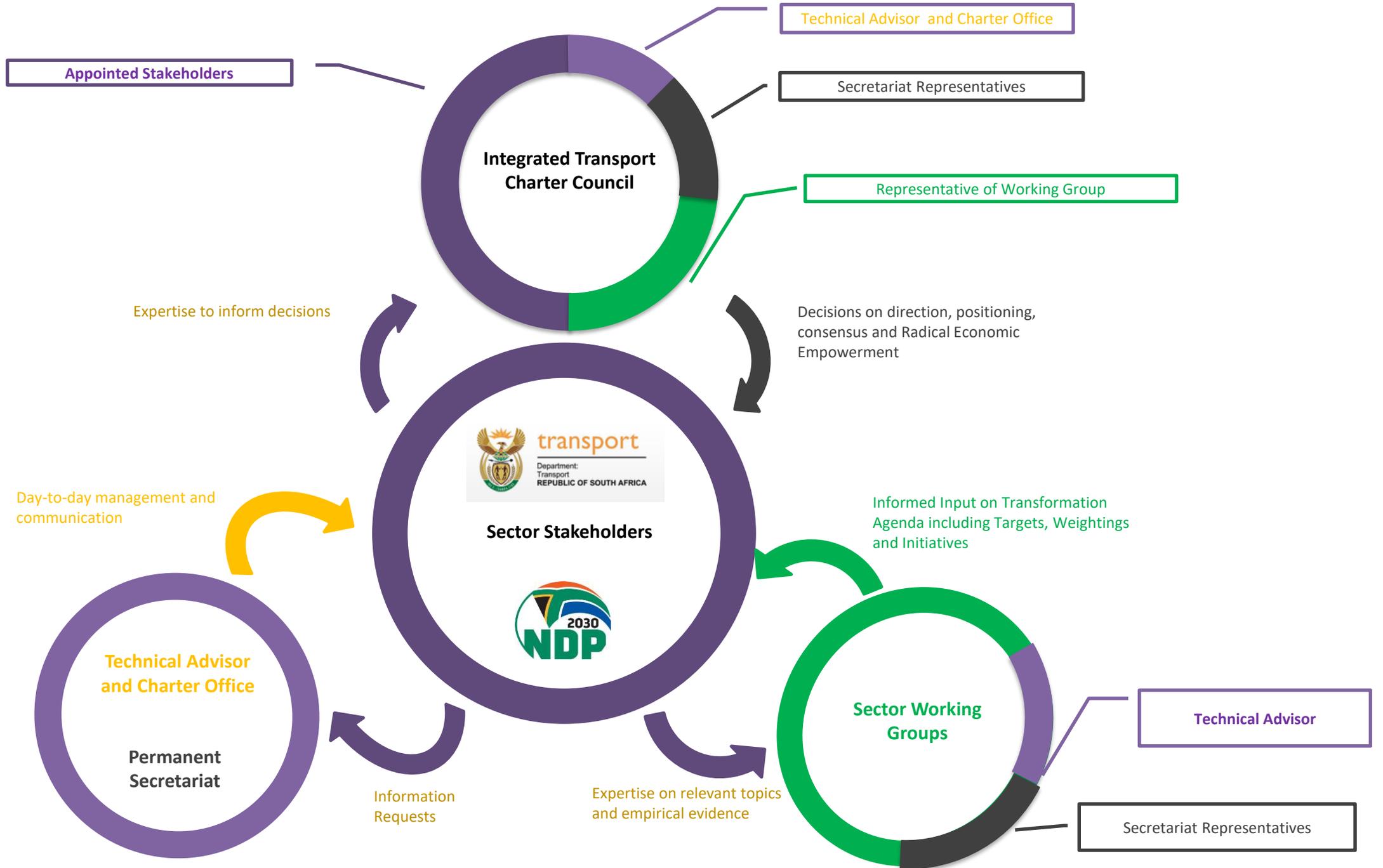
(b) Grant interested persons a period of at least 60 days to comment on the draft Codes of Good Practice or amendments, as the case may be.

SECTION 9(1) GAZETTE

In order to promote the purposes of the BEE Act, the Minister (of the DTIC) may by notice in the Gazette issue Codes of Good Practice on Black Economic Empowerment that may include:

(e) Guidelines for the stakeholders in the relevant sector of the economy to draw up transformation charters for their sector

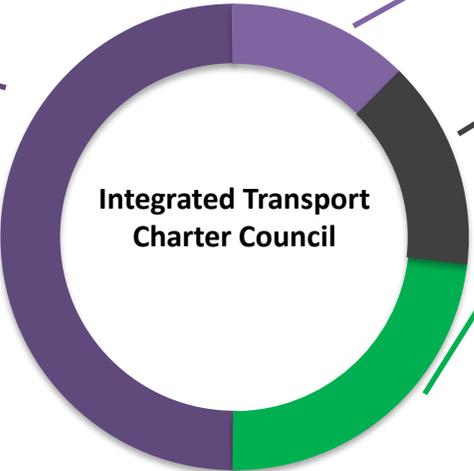




Appointed Stakeholders

Technical Advisor and Charter Office

Secretariat Representatives



Representative of Working Group

Expertise to inform decisions

Decisions on direction, positioning, consensus and Radical Economic Empowerment



Day-to-day management and communication

Informed Input on Transformation Agenda including Targets, Weightings and Initiatives



Technical Advisor

Information Requests

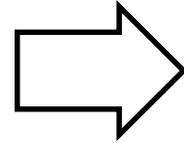
Expertise on relevant topics and empirical evidence

Secretariat Representatives

HIGH LEVEL PROJECT PLAN FOR ALIGNMENT

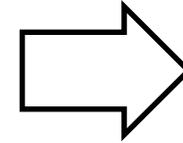
CONSULTATIONS FOR ALIGNMENT

- REQUIRE MEETING PER SUBSECTOR
- TECHNICAL ADVISOR MUST THEN DRAFT 8 SUB-SECTOR CODES AND SUBMIT TO CHARTER COUNCIL FOR SIGN OFF AND SUBMISSION TO LINE MINISTRY



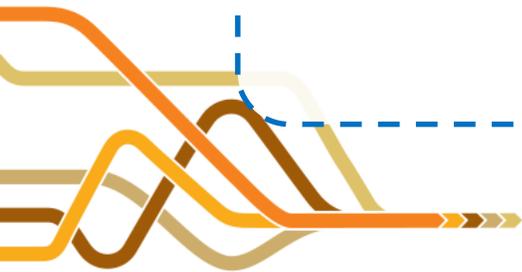
SECTION 9(5) SUBMISSION TO LINE MINISTRY

- LINE MINISTRY SUBMIT TO DTIC
- DTIC GAZETTE FOR 60 DAYS
- CHARTER COUNCIL AND TECHNICAL ADVISOR NEED 30-40 DAYS TO GO THROUGH ALL COMMENTS AND RESPOND TO THOSE COMMENTS OFFICALLY.
- THE CHARTER COUNCIL MUST THEN HAVE 1 MORE CONSULTATION PER SUBSECTOR



SECTION 9(1) SUBMISSION TO LINE MINISTRY

- CHARTER COUNCIL TO SUBMIT SIGNED OFF SUBSECTOR CODES TO BEE DIRECTORATE
- CHARTER COUNCIL TO PRESENT SUBSECTOR CODES TO DTIC
- CHARTER COUNCIL TO PRESENT SUBSECTOR CODES TO MINISTER OF TRANSPORT
- BEE DIRECTORATE TO MAKE FORMAL SUBMISSION TO MINISTER OF THE DTIC





QUESTIONS AND ANSWERS
