NATIONAL EXECUTIVE COMMITTEE (NEC)
IMPLEMENTATION FRAMEWORK FOR TAXI OWNERS' INVESTMENT INITIATIVES
www.khadinang.co.za

1. PURPOSE

This framework provides a **formal, transparent, and enforceable mechanism** for the implementation of taxi owners' investment initiatives as approved by the National Executive Committee (NEC).

It aims to:

- Safeguard members' capital
- Enable collective investment participation
- Promote asset-backed investments
- Advance sustainable economic empowerment within the taxi industry

2. POLICY MANDATE

2.1 This framework is adopted by resolution of the NEC and derives authority from:

- NEC resolutions
- The Constitution of the Organisation
- Applicable South African legislation

2.2 No investment initiative shall be implemented unless it complies fully with this framework and is approved by the NEC.

3. IMPLEMENTING STRUCTURE

3.1 Investment Vehicle

The NEC shall mandate the implementation of investments through:

- A Special Purpose Vehicle (SPV), Trust, or Holding Company
  OR

- An NEC-appointed Investment Committee

3.2 Governance Structure

The implementing structure shall comprise:

- Chairperson (NEC-appointed)

- Finance & Risk Officer

- Legal & Compliance Officer

- Secretariat

- Independent Auditor

3.3 Oversight

The implementing structure shall report:

- Quarterly to the NEC

- Annually to the General Meeting

4. APPROVED INVESTMENT CATEGORIES

The NEC approves **asset-backed and productive investments** including:

4.1 Commodity-Based Investments

- Gold doré bars
- Precious metals and mining-linked assets

4.2 Strategic Industry Investments

- Fuel depots
- Taxi-related infrastructure
- Logistics and storage facilities

4.3 Developmental Investments

- Youth and student participation initiatives
- Job creation programmes
- Skills development initiatives

5. PARTICIPATION BY TAXI OWNERS

5.1 Eligibility

Participation is open to:

- Registered taxi owners
- Taxi associations (pooled participation)
- Approved cooperative structures

5.2 Participation Models

- Individual investment
- Association-based pooled investment
- Share subscription
- Cooperative ownership

6. FUND MANAGEMENT & CONTROLS

6.1 All funds shall be deposited into a **ring-fenced trust or investment account** with dual signatories.

6.2 Funds may only be utilised for:

- NEC-approved investments

- NEC-approved operational costs

6.3 Speculative trading, unsecured lending, or unauthorised use of funds is strictly prohibited.

7. IMPLEMENTATION PHASES

Phase 1: NEC Approval & Communication

- Formal NEC resolution
- Issuance of NEC circular
- Provincial and regional briefings

Phase 2: Registration & Compliance

- Investor registration
- KYC and compliance verification
- Issuance of participation certificates

Phase 3: Asset Acquisition

- Procurement of approved assets
- Independent valuation
- Secure custody and insurance

Phase 4: Value Realisation & Returns

- Approved holding period
- Monetisation or sale
- Distribution of returns

8. RISK MANAGEMENT

- Independent audits
- Insurance of physical assets
- Market risk assessments
- Exit mechanisms for participants

9. TRANSPARENCY & REPORTING

- Monthly operational updates
- Quarterly financial reports to the NEC
- Annual audited financial statements

10. SOCIO-ECONOMIC IMPACT

The framework prioritises:

- Job creation
- Youth and student inclusion
- Community development
- Long-term industry capital formation

11. DISCIPLINARY & COMPLIANCE

Any deviation from this framework constitutes misconduct and may result in:

- Suspension of the initiative

- Disciplinary action

- Legal proceedings

12. LEADERSHIP & CHAIRMAN DETAILS

This framework is issued under the authority of:

Chairman:
Mr Lunga Bawela
Chairman – SA Khadinang Limited
Contact Number: **065 841 2147**
Email: **Lunga.Bawela@khadinang.co.za**