



# **Broad-Based Black Economic Empowerment Commission**

## **Annual Performance Plan**

**2023/24 - 2025/26**

**Tabling Date: 2023**

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## Abbreviations

ADR	Alternative Dispute Resolutions
B-BBEE	Broad-Based Black Economic Empowerment
CFO	Chief Financial Officer
CIPC	Companies and Intellectual Property Commission
ERRP	Economic Reconstruction and Recovery Plan
ESD	Enterprise and Supplier Development
J-KPIs	Joint Key Performance Indicators
JSE	Johannesburg Stock Exchange
MoU	Memorandum of Understanding
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NPA	National Prosecuting Authority
SAPS	South African Police Services
SD	Skills Development
SED	Socio-Economic Development
SETA	Sectorial Education and Training Authority
Stats SA	Statistics South Africa
<b>the dtic</b>	The Department of Trade, Industry and Competition

## Official Sign-off

**It is hereby certified that this revised Annual Performance Plan:**

Was developed by the B-BBEE Commission officials under the guidance of **the dtic**. The plan takes into account all the relevant policies, legislation and other mandates for which the B-BBEE Commission has authority, and accurately reflects the Strategic Outcome Oriented Goals and objectives which the B-BBEE Commission will endeavour to achieve over the five-year period of the plan.

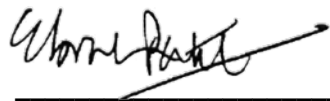
**Recommended for approval by:**



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**Mr. Tshediso Matona**  
**Accounting Authority**

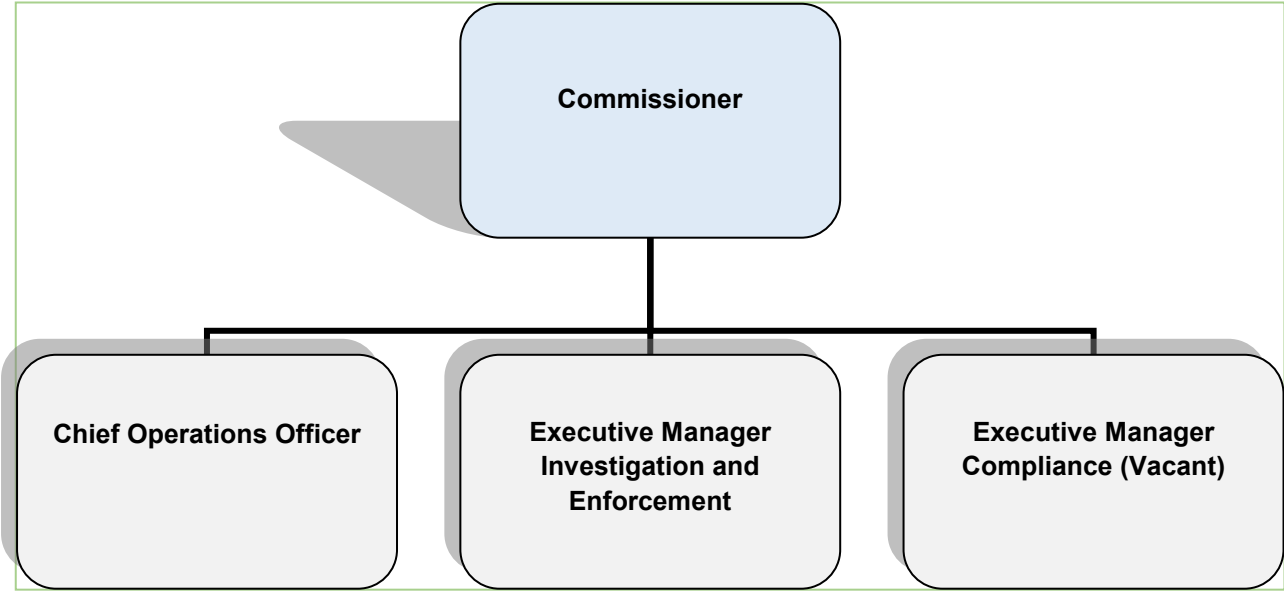
**Approved by the Executive Authority**



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**Mr. Ebrahim Patel**  
**Minister of Trade, Industry and Competition**

## High level Organizational Structure



## Executive Authority Statement

The Public Finance Management Act requires that every public entity prepares an Annual Performance Plan setting out the overall strategic goals for the 3-year period. The B-BBEE Commission has prepared its Annual Performance Plan 2023-2025, which builds from the previous three – year Annual Performance Plan. This plan also emphasises the building of partnership and collaboration with other role-players in the economy. This will assist the B-BBEE Commission to contribute to advancing economic transformation and inclusive growth.

The core objective of the three-year Annual Performance Plan is improving the implementation of the regulatory mandate of the B-BBEE Commission to promote compliance with B-BBEE legislation and combat conduct that undermine B-BBEE, such as fronting practices.

In this way, the B-BBEE Commission's three-year (2023/24 –2025/26) Annual Performance Plan is aligned to the overarching strategic outcomes **the dtic** is focused on, namely promoting Industrialisation and Transformation of the economy, and for this purpose strengthening the Capacity of the State.



**Mr. Ebrahim Patel**  
**Minister of Trade, Industry and Competition**

## Accounting Authority Statement

The B-BBEE Commission is a regulator with a mandate deriving from the B-BBEE Act 53 of 2003, as amended by 46 of 2013 (“the Act”). Section 13(F) of the Act empowers the B-BBEE Commission to amongst other things, oversee, supervise and promote adherence with the Act and to strengthen and foster collaboration between the public and private sector in order to promote and safeguard the objectives of broad-based black economic empowerment.

The B-BBEE Commission was established in 2016 and has therefore operated for a period of 6 years discharging its mandate in an ever evolving environment with both challenges and opportunities for advancing the economic empowerment of black people in South Africa. It is important to note that while the B-BBEE legislation and policy remains applicable to public and private sector entities, the B-BBEE Commission is the only regulatory entity that is given the power to enforce the B-BBEE legislation and policy.

The imperative for B-BBEE is founded in South Africa’s Constitution which calls for Equality and Economic Redress. But B-BBEE is also integral to national strategies and plans to develop the country and grow the economy through the equitable and broad-based participation of all its citizens, and this includes the National Development Plan: Vision 2030 (NDP), and other medium-term and sectoral policies and plans, such as the Medium-Term Strategic Framework (MTSF) and the Economic Reconstruction and Recovery Plan (ERRP), the latter which was devised in response to the outbreak of the Covid-19 pandemic in 2020.

Being one of the entities under **the dtic**, the work of the B-BBEE Commission is aligned to the overarching strategic outcomes pursued by the department, namely promoting Industrialisation and Transformation of the economy, and strengthening the Capacity of the State. The B-BBEE Commission contributes to these outcomes through its legislated functions to, among others, promote compliance with the objectives of the B-BBEE Act in major BEE transactions, combat fronting practices, and promote good governance and accountability related to B-BBEE as part of the country’s business and investment environment, and to this end conduct advocacy, education, and research on B-BBEE-related matters.

In respect of compliance, since the B-BBEE Commission’s inception 620 ownership transactions were submitted for registration by the B-BBEE Commission as required by the B-BBEE Act for deals of R25 million and above, with total value of the transactions of R540 billion. 456 transactions were registered based on meeting compliance and registration requirements; and of transactions assessed, 237 accepted the B-BBEE Commission’s remedial recommendations; 67 are pending while the parties are considering the Commission’s position; and 145 have been referred for investigations for non-compliance, including misrepresentation and fronting.

In the same period, the Commission handled 1205 complaints, and has issued findings in 529 cases (44%); resolved 24 (2%) through Alternative Dispute Resolution; and issued non-investigation notices in 388 (32%), which amounts to a success rate of about 78% of cases handled, of which 84% of cases are fronting-related cases. Complaints numbers fluctuate each year, and the highest numbers recorded was in 2019/20 with 243 cases.

In this regard, the role of the B-BBEE Commission will be critical to ensuring that B-BBEE policy and legislation achieves the desired impacts.

The B-BBEE Commission will continue endeavouring to fulfil its advocacy, compliance and enforcement functions, leveraging opportunities that present against challenges keep arising. The latter includes the emergence of sophisticated fronting through abuse of discretionary and charitable schemes as black ownership schemes, contrary to spirit of the B-BBEE Act. The B-BBEE Commission is encouraged by many B-BBEE actors that comply with the law, and will seek explore ways and means to promote voluntary compliance, while exposing and acting against fronting disguised as empowerment and other flouting of the B-BBEE legislation.

Going forward, the B-BBEE Commission will support the department's initiatives to promote economic transformation and job-creation, such as localisation, sector Master Plans, and the Black Industrialist scheme. In this regard, the B-BBEE Commission has identified opportunities that could be unlocked by more strategic and targeted deployment of Enterprise and Supplier Development Funds, which could contribute to alleviating the ongoing lack of access to funding that impedes B-BBEE and in particular black small and medium enterprises in particular.

I would like to thank the Minister and Department of Trade, Industry and Competition for entrusting us with a major legislation of **the dtic** and a critical policy of the country. Special gratitude to the executives and staff of the B-BBEE Commission for loyal and tireless service to the cause of broad-based black economic empowerment, and enabling the B-BBEE Commission to deliver its mandate as best we can.



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**Mr. Tshediso Matona**

**Accounting Authority, B-BBEE Commission**



## PART A: Strategic View

### 1. Update to Relevant Legislative and Policy Mandate

#### Overall focus

In the pursuit of the objectives of the B-BBEE Act of promoting economic transformation and meaningful participation of black people in the economy, the B-BBEE Commission is tasked with the following functions:

- Advocacy, education and awareness in order to promote B-BBEE implementation and adherence to the B-BBEE Act;
- Investigating and monitoring implementation of investigation recommendations and Alternative Dispute Resolutions (ADR);
- Assessment of registered Major B-BBEE Transactions which are within the threshold of R25 million and above and maintaining of register a thereof;
- Analysis of Compliance reports submitted to the B-BBEE Commission by organs of state, Sectorial Education and Training Authorities (SETAs) and Johannesburg Stock Exchange (JSE)-listed entities and maintaining of a database;
- Providing Clarifications and Advisory Opinions on B-BBEE related matters; and
- Research and reports on relevant topics related to B-BBEE to support policy development and practice.

In compiling the three-year Annual Performance Plan and related measurable performance indicators, an analysis was conducted of external and internal factors that could affect the ability of the B-BBEE Commission to achieve its goals, and strategic risks, as well as possible mitigating controls, were also identified, as indicated in paragraph 8 below

#### Key achievements in the previous period [2022/21 financial year (Q1 – Q3)]

##### (a) To oversee, supervise and promote adherence with the Act

- Organised 51 education and awareness workshops (36 Gauteng, 6 KZN, 4 North West, 2 Northern Cape, 1 Western Cape, 1 Eastern Cape, 1 Mpumalanga, 0 Limpopo, and 0 Free State).
- Issued 24 Advisory Opinions and 1112 Clarifications on various matters related to compliance with the B-BBEE Act.
- Received 93 Complaints from the public, 77 of which related to 'fronting' and 5 to misrepresentation of B-BBEE credentials.
- Finalised 77 reports from investigations that the B-BBEE Act requires the Commission to undertake on B-BBEE transgressions, such as fronting.
- Received 38, registered 32 and rejected 5 Major B-BBEE Transactions. Further received 199 and assessed 180 Compliance Reports, and published 2 major studies, including the National Status

and Trends on B-BBEE, which includes reports of JSE-listed companies and organs of state that are submitted to the B-BBEE Commission as part of monitoring of compliance with the B-BBEE Act, as well as an annual report on registered major B-BBEE transactions.

- On 1 April 2022, the B-BBEE Commission hosted an Annual Conference which was attended by 700 stakeholders from public and private sector institutions, and civil society. The conference reflected on practical experiences with implementing B-BBEE, successes and challenges, as well as opportunities for improved implementation going forward.

**(b) To foster collaboration on matters of transformation and empowerment**

- The B-BBEE Commission hosted 3 delegations from:
  - (i) **Democratic Republic of Congo** - ARSP (Autorité de Régulation de la sous-traitance dans le Secteur Privé). The engagement was on exercising regulatory functions relating to an inclusive policy and B-BBEE.
  - (ii) **Zimbabwe** - Ministry of Industry and Commerce to benchmark on B-BBEE implementation, also to discuss issues of investment.
  - (iii) **Amazon**, an American entity -The engagement was on implementation of the B-BBEE Act as the entity intended to expand their operations to South Africa.
- The B-BBEE Commission Participated at the African Farmers' Association of South Africa 2022 Annual General Meeting and 10 years Celebration on 18 October 2022, with focus on the support for black farmers through enterprise and supplier development.
- The B-BBEE Commission participated in quarterly cluster discussions of the Council of Trade and Industry Institutions (COTII). These gatherings facilitate information sharing and encourage entities to work together as regulators. The B-BBEE Commission will continue to scan the environment and engage with other regulators and strategic partners we have MoUs with to further understand the trends and developments in the regulatory space. Formal MoUs have been signed with thirteen (13) strategic partners which include regulatory entities. Other MoUs will be entered into with other key stakeholders.

**(c) ICT Infrastructure**

- The B-BBEE Commission aims to integrate and enhance its systems to ensure seamless services are possible and available anywhere in the country, through HR Systems, B-BBEE Certificate Portal System, Contact Centre Service System and Integrated databases that have been developed/contracted. The B-BBEE Commission is in advanced stages of developing One-Stop-Shop Portal to ensure it is a trusted source of information, and continues collaborate with Strategic Partners and other regulatory authorities to access broader range of resources and expertise and make referrals on investigated cases easier.

Looking ahead to 2023/24 financial year, a major activity on B-BBEE agenda in which the B-BBEE Commission will play a role is the commemoration of the 20th anniversary of the B-BBEE Act, which will be an initiative of **the dtic** and the rest of government, with the participation of stakeholders and broader society. This will be an opportunity for the country to reflect on the state of play on B-BBEE, on highlights and challenges, and for the B-BBEE Commission's to re-profile itself and the role it will play in the necessary improvements to B-BBEE outcomes in the country in the coming years.

## 2. Update to Institutional Policies and Strategies

### 2.1 Update on Institutional Framework

The overarching framework for the mandate and work of the B-BBEE Commission continues to be the key policies and plans of Government (NDP, MTSF, and ERRP) and more specifically **the dtic's** focus strategic outcomes of Industrialisation, Transformation, and stronger State Capacity. Economic Transformation is a cross-cutting theme across these plans that informs the mandate and work of the B-BBEE Commission and is made ever more urgent by persisting poverty, unemployment and inequality which result from a high concentration and racially skewed ownership in the economy.

The B-BBEE Commission has through its alignment with **the dtic's** key priorities also aligned to the government key priorities. Table 1 below illustrate the B-BBEE Commission contribution to the NDP priorities and the J-KPIs of **the dtic**.

**Table 1:** B-BBEE Commission Contribution to the 7 Key Priorities of Government and the J-KPIs of the dtic

Priorities	Link to NDP Outcome	Link to J-KPIs	B-BBEE Commission Contribution	MTSF Commitment
<b>Economic Transformation</b>	Outcome 4 - decent employment through inclusive growth	Transformation: B-BBEE promotion	Safeguarding the outcomes of an inclusive economy.	Provide advice to clients within 30 days.  Translated brochures into 2 languages  10 educational awareness workshops conducted
			Researching, analyzing and reporting on the state of transformation.	National Status Report Published  Analysis of Major Transaction Report Published
	Outcome 11 - Create a better South Africa and a better world.	Industrialisation: localisation outcomes	Implementing corrective enforcement to achieve compliance.	50% Investigation Reports with recommendation finalised  80% cases identified for ADR finalised within 6 months  100% cases identified referred for prosecution and other regulatory institutions
	Outcome 12 – An efficient, effective and development-oriented public service.	Capable state: Coordinating with other parts of the state	Collaborating with relevant stakeholders to advance transformation.	Monitor relationship and implement agreements
			Developing capability and capacity of the Commission to deliver on its mandate.	Implement and Monitor integrated data-base 3 Systems implemented and monitored (B-BBEE Portal, One stop portal, Integrated database)

## Update on Institutional Strategies

As part of plans for 2023/24, the B-BBEE Commission aims at increasing its advocacy, clarification services and awareness sessions to promote adherence and compliance with the B-BBEE Act. Fronting remains the most prevalent contravention of the B-BBEE Act, with fronting-related complaints standing at 83% of the total complaints lodged by end of 3<sup>rd</sup> quarter of 2022/23, especially in respect of ownership and management control elements of B-BBEE.

Through increased visibility and outreach, the B-BBEE Commission is committed to also ensuring that disadvantaged and rural areas understand the objectives of the B-BBEE Act and can have opportunities to participate meaningfully in the economy. With Covid-19 restrictions now lifted, the B-BBEE Commission aims to roll out community awareness and education sessions, especially in rural areas and townships.

The B-BBEE Commission is in the process of revising its communication strategy in order to ensure increased visibility and to put B-BBEE at the center of public discourse. In this regard, cost effective channels of communication and use of various media platforms will be actively pursued. The B-BBEE Commission also aims to expand and strengthen strategic partnerships, which will include the likes of the Competition Commission and National Treasury, and the implementation of joint initiative.

The B-BBEE Commission has also made progress on the implementation of its Enforcement Strategy. About 60% of the investigations reports with findings were finalised, including Notices of Non-Investigation, in respect of complaints where we found no evidence of contravention of the B-BBEE Act, one (1) case was resolved through Alternative Dispute Resolution (ADR) process, two (2) complaints were referred to the National Prosecuting Authority (NPA) and/or South African Police Services (SAPS) for criminal investigation whereas other complaints were outside the jurisdiction of the B-BBEE Commission and were referred to other relevant regulatory institution(s) such as Companies and Intellectual Property Commission (CIPC). In instances of clear misconduct and obvious disregard of the B-BBEE Act, criminal processes were initiated. It is imperative for fronting to be made a priority crime as it undermines the empowerment of black people and the effectiveness of instruments such as procurement and licensing to facilitate meaningful entry of black businesses in value chains.

## 3. Update to Relevant Court Rulings

When crafting its strategy and Annual Performance Plan, the B-BBEE Commission evaluates rulings and decisions of the South African Courts that have implications for B-BBEE. In September 2022, the Supreme Court of Appeal (SCA) ruled against the Department of Tourism to the effect that the Department ought not to have applied B-BBEE as part of criteria for its Covid-19 relief fund, as the latter's main premise was the Disaster Management Act, and consequently rules the measure unlawful. The Department of Tourism is appealing the judgment at the Constitutional Court and the B-BBEE Commission will closely monitor the process.

## **PART B: Our Strategic Focus**

### **4. Update on Situational Analysis**

#### **4.1 Internal Environment Analysis**

The B-BBEE Commission strategic focus areas are derived from its mandate as spelled out in Section 13F of the Act, and Section 13E provides for how the B-BBEE Commission will be financed.

## PART C: Measuring Our Performance

### 5. Institutional Programme Performance Information

#### 5.1 Programme 1 - Compliance

**Purpose:** To safeguard the objectives of the B-BBEE Act.

##### 5.1.1 Outcomes, Output, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets							
			Audited / Actual Performance			Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Improved Compliance</b>	Guide implementation of the Act	Average number of days taken to provide advice to clients	30 days	30 days	30 days	30 days	30 days	30 days	30 day	30 day
		Average of number of days taken to issue clarifications to clients	Nil	5 days	5 days	5 days	5 days	5 days	5 days	5 days
<b>Capable State</b>	Educate Stakeholders on B-BBEE	Guidelines / Brochures translated in different languages	2 annually	2 annually	2 annually	2 annually	2 annually	2 annually	2 annually	2 annually
		Number of education and awareness sessions conducted	Nil	10 annually	10 annually	10 annually	10 annually	10 annually	10 annually	10 annually
<b>Measurable empowerment benefits in major</b>	Assessment of B-BBEE major transactions (i.e. of > R25m in value )	number of days taken to register transactions and issue registration certificates	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days

transactions (i.e. of > R25m in value )										
		Enhanced quality of empowerment Transactions	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction
<b>Measurable empowerment benefits of ESD, SD &amp; SED investments</b>	Assessment of compliance with ESD, SD & SED elements by reporting entities	Value invested for Supplier Development, Enterprise Development, Socio- Economic Development and Skills Development elements	90 days taken to assess compliance reports	90 days taken to assess compliance reports	90 days taken to assess compliance reports	90 days taken to assess compliance reports	90 days taken to assess compliance reports	90 days taken to assess compliance reports	90 days taken to assess compliance reports	90 days taken to assess compliance reports



## 5.1.2 Indicators, Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2023/24	Quarterly Milestones			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Number of days taken to provide advice to clients</b>	30 days taken to provide advice to clients upon receipt	Advice provided to clients within 30 days upon receipt	Advice provided to clients within 30 days upon receipt	Advice provided to clients within 30 days upon receipt	Advice provided to clients within 30 days upon receipt
<b>Average of number of days taken to issue clarifications to clients</b>	5 days taken to issue clarifications to clients upon receipt	Clarifications issued to clients within 5 days upon receipt	Clarifications issued to clients within 5 days upon receipt	Clarifications issued to clients within 5 days upon receipt	Clarifications issued to clients within 5 days upon receipt
<b>Number of guidelines/ Brochures translated</b>	Guidelines / Brochures Translated into 2 languages annually	Nil	Nil	Nil	guidelines / brochures translated into 2 languages
<b>Number of education and awareness programme conducted</b>	10 education and awareness programme conducted annually and reports produced	2 education and awareness programme conducted and reports produced	3 education and awareness programme conducted and reports produced	3 education and awareness programme conducted and reports produced	2 education and awareness programme conducted and reports produced
<b>Average number of days taken to register transactions</b>	Register transactions and issue registration certificates within 10 days of registration of major B-BBEE transactions	10 days	10 days	10 days	10 days
<b>Enhanced quality of empowerment Transaction</b>	90 days taken to assess B-BBEE transactions and issue remedial instruction	Assess B-BBEE transactions and issue remedial instruction within 90 days upon receipt	Assess B-BBEE transactions and issue remedial instruction within 90 days upon receipt	Assess B-BBEE transactions and issue remedial instruction within 90 days upon receipt	Assess B-BBEE transactions and issue remedial instruction within 90 days upon receipt
<b>Value invested for Supplier Development, Enterprise Development Socio-Economic Development and Skills Development elements</b>	90 days taken to assess compliance reports and issue compliance certificate / rejection	Assess compliance reports and issue certificates of compliance / rejection within 90 days upon receipt	Assess compliance reports and issue certificates of compliance / rejection within 90 days upon receipt	Assess compliance reports and issue certificates of compliance / rejection within 90 days upon receipt	Assess compliance reports and issue certificates of compliance / rejection within 90 days upon receipt

## 5.2 Programme 2: Investigations and Enforcement

**Purpose:** To implement corrective enforcement to achieve compliance.

### 5.2.1 Outcomes, Output, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets							
			Audited / Actual Performance			Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Improved Compliance	Conduct both proactive and reactive investigations.	Average percentage of reports produced on investigations conducted within 12 months	On average 80% investigation findings produced on investigations conducted within 12 months upon receipt of complaint.	On average 80% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 80% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 80% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation
	Encourage and guide resolution of disputes through ADR when necessary.	Average percentage of identified cases analysed & investigated for possible ADR process, if any. [r15 (11)]	100% identified cases for ADR analysed and investigated. 80% of the referred cases resolved within 6 months.	100% identified cases for ADR analysed and investigated. 80% ADR concluded within 6 months and referred to other regulatory entities within 30 days.	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]

	Referral to other regulatory entities when necessary.	Percentage of cases referred to other Regulatory entities on average within 30 days, if any. [s13J (6)]	100% of identified cases referred.	100% of identified cases referred within 30 days.	100% of identified cases referred on average within 30 days, if any.	100% of identified cases referred on average within 30 days, if any.	100% of identified cases referred on average within 30 days, if any.	100% of identified cases referred on average within 30 days, if any.	100% of identified cases referred on average within 30 days, if any.	100% of identified cases referred on average within 30 days, if any.
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### 5.2.2 Indicators, Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2023/24	Quarterly Milestones			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Average percentage of reports produced on investigations conducted within 12 months</b>	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation
<b>Average percentage of identified cases analysed &amp; investigated for possible ADR process if any.</b> [r15 (11)]	80% of the identified cases for ADR finalised within 6 months if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months if any [r15 (11)]
<b>Percentage of cases referred to other Regulatory entities on average within 30 days.</b> [s13J (6)]	100% of identified cases referred on average within 30 days, if any.	100% of identified cases finalised and referred to other regulatory institutions within 30 days, if any [s13J (6)]	100% of identified cases finalised and referred to other regulatory institutions within 30 days, if any [s13J (6)]	100% of identified cases finalised and referred to other regulatory institutions within 30 days, if any [s13J (6)]	100% of identified cases finalised and referred to other regulatory institutions within 30 days, if any [s13J (6)]

### 5.3 Programme 3: Research, analysis and reporting

**Purpose:** To research, analyzing and reporting on the state of transformation.

#### 5.3.1 Outcomes, Output, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets							
			Audited / Actual Performance			Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/24	2025/26
Improved Compliance	Report on B-BBEE National Status and Transformation Trends	Number of 'National Status' Annual Report produced	1 National Status annual report produced.	1 National Status annual report produced.	1 National Status annual report produced.	1 National Status annual report produced.	1 National Status annual report produced.	1 National Status annual report produced.	1 National Status annual report produced.	1 National Status annual report produced.
	Report on Major Transactions	Number of major B-BBEE Transaction Report produced	Nil	Nil	1 Major B-BBEE Transaction report produced	1 Major B-BBEE Transaction report produced	1 Major B-BBEE Transaction report produced	1 Major B-BBEE Transaction report produced	1 Major B-BBEE Transaction report produced	1 Major B-BBEE Transaction report produced

#### 5.3.2 Indicators, Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2022/24	Quarterly Milestones			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Number of 'National Status' Annual Report produced	Annual National Status and Trends on B-BBEE Report produced.	Nil	Nil	Nil	National Status and Trends on B-BBEE Report produced.
Number of Major B-BBEE Transaction Report produced	Annual Analysis of Major B-BBEE Transaction Report produced	Nil	Nil	Nil	Analysis of Major B-BBEE Transaction Report produced

## 5.4 Programme 4: Relationship Building/Stakeholder Relations

**Purpose:** To collaborate with relevant stakeholders to advance transformation.

### 5.4.1 Outcomes, Output, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets							
			Audited / Actual Performance			Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Improved Compliance</b>	Build mutual relationships with selected partners.	Monitor, maintain and evaluate relationships and produce stakeholder report	2 MOU Agreements concluded and published.	Monitor relationships and implement agreements.	Monitor relationships and implement agreements.	Maintain relationships.	Annual Stakeholder Report	Annual Stakeholder Report	Annual Stakeholder Report	Annual Stakeholder Report
<b>Improved public awareness about BBEE</b>	Increased reach of audiences  <b>(New Output)</b>	Media Monitoring report	Nil	Nil	Nil	Nil	Media Monitoring report produced annually	Media Monitoring report produced annually	Media Monitoring report produced annually	Conduct Impact Assessment and produce report
	Reviewed B-BBEE Brand Philosophy for Alignment to current organisational strategy  <b>(New Output)</b>	Reviewed Corporate Identity Manual	Nil	Nil	Nil	Nil	1 Report produced on Brand Philosophy and reviewed corporate identity	Implement Corporate Identity Manual	Implement Corporate Identity Manual	Implement Corporate Identity Manual

## 5.4.2 Indicators, Annual and Quarterly Targets

Performance Indicator/ Measure		Quarterly Milestones			
Annual Target 2023/24		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Relations Monitored, maintained and evaluated</b>	Annual Stakeholder Report produced	Quarterly Stakeholder Report produced	Quarterly Stakeholder Report produced	Quarterly Stakeholder Report produced	Annual Stakeholder Report produced
<b>Media Monitoring report</b>  <b>(New Output)</b>	Media Monitoring report produced annually	Quarterly Media Monitoring report produced	Quarterly Media Monitoring report produced	Quarterly Media Monitoring report produced	Annual Media Monitoring report produced
<b>Build effective and efficient corporate brand identity</b>  <b>(New Output)</b>	1 Report with recommendation produced on Brand Philosophy	Nil	Session to review Brand Philosophy conducted	Nil	Corporate Identity (CI) Manual Reviewed

## 5.5 Programme 5: Administration

**Purpose:** To developing capability and capacity of the B-BBEE Commission to deliver on its mandate.

### 5.5.1 Outcomes, Output, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets							
			Audited / Actual Performance			Estimated Performance	MTEF Period			
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
<b>Effective and Efficient Organisation</b>	Develop and Implement ICT strategy and infrastructure	Develop Integrated data base (data warehouse) for the B-BBEE Commission.	ICT 5 year plan developed and approved	Develop integrated data base (data warehouse)	Implement and monitor integrated data-base (data warehouse)	Monitor implementation of integrated data-base(data warehouse) and ICT plan and review ICT 5 year plan	Implement Integrated data base	Implement Integrated data base	Monitor Integrated data base	Enhance Integrated data base
	Implement and maintain support systems,	Number of systems developed, implemented, maintained, enhanced and monitored	4 Systems developed and 5 systems Implemented (CMS, Phase 2 B-BBEE certificate & reports portal, HRMD, and Contact Centre)	4 Systems developed and 5 systems Implemented (CMS, Phase 2 B-BBEE certificate & reports portal, HRMD, Contact Centre and Financial)	3 systems Implemented and Enhanced Integration (B-BBEE certificate & reports portal, One stop portal, Events and Management System)	Implement 3 Systems and Enhanced Integration (One stop portal, B-BBEE certificate & reports portal and Events Management System)  Deployment of HRMD to the B-BBEE Infrastructure	Implement and maintain 3 Systems and Enhanced Integration (One stop portal, Events Management System, and B-BBEE certificate & reports portal)	Implement and maintain 3 Systems (One stop portal, Events Management System and B-BBEE certificate & reports portal)	Monitor Implementation of 3 Systems and maintenance (One stop portal, Events Management System and B-BBEE certificate & reports portal)	Monitor Implementation of 3 Systems and maintenance (One stop portal, Events Management System and B-BBEE certificate & reports portal)

	Multi- Skilled workforce/ staff.	Average percentage of officials trained on internal policies and B-BBEE	10 officials trained	60% officials trained	60% officials trained	60% officials trained	60% officials trained	60% officials trained	60% officials trained	60% officials trained
<b>State capacity to promote transformation</b>	Black Women Trained on Corporate Governance	Number of Black women trained on Corporate Governance	Nil	Nil	Nil	50 Black Women Trained on Corporate Governance	Nil	434 Black Women Trained on Corporate Governance	Nil	Nil

#### 5.4.2 Indicators, Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2023/24	Quarterly Milestones			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Develop Integrated data base (data warehouse) for of the B-BBEE Commission.</b>	Implement and monitor integrated data-base (data warehouse)	Finalise the Development of integrated data-base	Implement integrated data-base (data warehouse)	Implement and maintain integrated data-base (data warehouse)	Implement and maintain integrated data-base
<b>Number of systems developed, implemented and maintained</b>	3 systems Implemented and maintained (One stop portal, Events Management System, B-BBEE certificate & reports portal)	Implement B-BBEE certificate & reports portal and One stop portal	Implement and Maintain the B-BBEE Certificate Portal systems; One stop portal and Events & Management system	Maintain 3 systems (B-BBEE Certificate Portal systems; One stop portal and Events & Management system)	Maintain 3 systems (B-BBEE Certificate Portal systems; One stop portal and Events & Management system)
<b>Average percentage of officials trained</b>	60% officials trained annually	Nil	30% officials trained	Nil	30% officials trained
<b>Number of Black women trained on Corporate Governance</b>	100 Black Women trained on Corporate Governance	Nil	Nil	Nil	434 Black Women Trained on Corporate Governance



## 6. Explanation of Planned Performance over the medium term period

The selected outputs for each programme are aimed at supporting key government strategic objectives and **the dtic** strategic outcomes, in particular the promotion of an inclusive and growing economy, with greater meaningful participation of women, youth, and people living with disability in the mainstream economy. The below table illustrate the linkage between the choice of the outcome indicators and the National Development goals.

Outcomes	National Development Goals
<b>1. Safeguarding the outcomes of an inclusive economy.</b>	<p>Supports NDP Outcome 4 – decent employment through inclusive growth.</p> <p>Facilitate broad-based economic empowerment through targeted interventions to achieve more inclusive growth.</p>
<b>2. Implementing corrective enforcement to achieve compliance.</b>	<p>Supports NDP Outcome 11 – Create a better South Africa and a better world.</p> <p>Create a fair regulatory environment that enables transformational development in an equitable and socially responsible manner.</p>
<b>3. Researching, analyzing and reporting on the state of transformation.</b>	<p>Provides trend and other in-depth analysis in easy to read formats to measure both the success of the Commission and transformation gains across South Africa.</p> <p>Facilitate broad-based economic empowerment through targeted interventions to achieve more inclusive growth.</p>
<b>4. Collaborating with relevant stakeholders to advance transformation.</b>	<p>Extends relationships with key stakeholders for the betterment of the economy in relation to B-BBEE.</p> <p>Supports NDP Outcome 12 – An efficient, effective and development-oriented public service.</p> <p>Promote a professional, ethical, dynamic competitive and customer-focused working environment that ensures effective and efficient service delivery.</p> <p>Create a fair regulatory environment that enables transformational development in an equitable and socially responsible manner.</p>
<b>5. Developing capability and capacity of the Commission to deliver on its mandate.</b>	<p>Supports NDP Outcome 12 – An efficient, effective and development-oriented public service.</p> <p>Promote a professional, ethical, dynamic competitive and customer-focused working environment that ensures effective and efficient service delivery.</p>

## 7. Programme Resource Consideration

### 7.1 Human Resource Considerations

The staff complement for the B-BBEE Commission is as follows:

<i>Division/Office</i>	<b>Current Headcount</b>
<i>Office Of The Commissioner</i>	2
<i>Compliance</i>	8
<i>Investigations</i>	9
<i>Legal Support And Prosecution</i>	0
<i>Stakeholder Relations</i>	1
<i>Research</i>	0
<i>Administration (Operations, Strategy, Risk And Audit)</i>	10
<i>Total</i>	<b>30 + 1 Trainee</b>

### 7.2 Financial Plan

Below is the budget of the B-BBEE Commission and the projection for a three-year period:

<b>Economic Classification</b>	<b>2023/24 R'000</b>	<b>2024/25 R'000</b>	<b>2025/26 R'000</b>
<b>Compensation of Employees</b>	11 800	12 390	13 009
<b>Goods and Services</b>	9 200	9 660	10 143
<b>Payment for capital assets</b>	570	598	627
<b>Total expenditure</b>	<b>21 570</b>	<b>22 648</b>	<b>23 779</b>

## 8. Updated Key Risks

Key Risks have been identified and described below with their mitigating actions. The office of the Chief Operations Officer will control the register and the progress of both Strategic Risks and Operational Risks.

No	Risk Description	Mitigation Action Required	Responsibility	Action Taken
1	Non – compliance with corrective action and recommendations to stakeholders	1. Enforcement and Publication	<b>Executive Manager: Investigations &amp; Enforcement</b>	No cases were referred for enforcement in the period under review. No publication done in the period under review.
2	Litigation against B-BBEE Commission	1. Maintain high quality of investigation and maintain strong defence of B-BBEE Commission decision	<b>Executive Manager: Investigations &amp; Enforcement</b>	There is a continued adherence to the prescribed Investigation processes consistent with the relevant legislative prescripts governing Investigations. Therefore, there is no recorded incidents for Q2 except for Reviews instituted in the High Court in respect of the adverse Investigation Findings issued by the B-BBEE Commission.
		2. Appropriate legal advice		Litigation is being managed with the assistance of the Office of State Attorney, through Chief Directorate: Legal Services.
3				

## 9. Public Entity

Not applicable

## 10. Infrastructure Projects

None at the current time

## 11. Public Private Partnerships

None at the current time

## Part E: Technical Indicator Description (TID)

### Outcome 1 - Safeguarding the outcomes of an inclusive economy

#### Programme 1 - Compliance

Outcome	Improved Compliance
<b>Indicator title</b>	1.1 Number of translated education materials produced by the B-BBEE Commission with Fog Index of 8 or less
<b>Short definition</b>	The B-BBEE Commission must provide electronic and printed materials in alignment with the B-BBEE Act in an easy to read format relevant to the audience.
<b>Purpose/importance</b>	Relevant educational information must be made available to all audiences in order to educate stakeholders in the purpose and vision of the B-BBEE Act. Understanding this will aid in the overall spirit of B-BBEE goals.
<b>Source/ collection of data</b>	Education materials may be outsourced or produced internally by B-BBEE Commission staff.
<b>Method of calculation</b>	Utilise the Fog Index methodology to ensure the materials are understandable. The outside limit is a level of 8.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Outcome
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Baseline Indicator</b>	Two annually
<b>Desired performance</b>	A lower Fog Index is desirable
<b>Indicator Responsibility</b>	Executive Manager: Compliance and Executive Manager: Organizational Strategy & Performance

Outcome	Improved Compliance
<b>Indicator Title</b>	1.2 Requests for advice are documented in writing within 30 working days of receipt.
<b>Short definition</b>	Advisory Opinions are generated in response to requests for advice on B-BBEE issues. These must be registered, investigated and provide feedback to requestor within the specific number of days.
<b>Purpose/importance</b>	The purpose is to ensure all stakeholders' queries are dealt with in a timely manner by issuing advisory opinions in response to all queries.
<b>Source/ collection of data</b>	All requests for advice are recorded centrally with date received, date of feedback and date closed (finalised).
<b>Method of calculation</b>	Percentage of Advisory Opinions provided within the 30 working days limit against all requests for advice.
<b>Data limitations</b>	None
<b>Type of indicator</b>	Outputs
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Baseline Indicator</b>	Advice provided to client within 30 days upon receipt
<b>Desired performance</b>	100%
<b>Indicator Responsibility</b>	Executive Manager: Compliance

Outcome	Improved Compliance
Indicator Title	1.3 Requests for clarifications are documented in writing within 5 working days of receipt.
Short definition	Clarifications are generated in response to requests for clarity on B-BBEE issues. These must be registered and provide feedback to requestor within the specific number of days.
Purpose/importance	The purpose is to ensure all stakeholders' queries are dealt with in a timely manner by issuing clarification in response to all queries.
Source/ collection of data	All requests for clarification are recorded centrally with date received, date of feedback and date closed (finalised).
Method of calculation	Percentage of Clarifications provided within the 5 working days limit against all requests for advice.
Data limitations	None
Type of indicator	Outputs
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Baseline Indicator	Clarifications provided to client within 5 days upon receipt
Desired performance	100%
Indicator Responsibility	Executive Manager: Compliance

Outcome	Improved Compliance
Indicator title	1.4 Compliance with the B-BBEE Act and Corporate Governance
Short definition	The B-BBEE Commission is charged with assuring that B-BBEE transactions comply with the B-BBEE Act and Companies Acts.
Purpose/importance	The purpose is to ensure all B-BBEE transactions are legal in respect of the law. It is important that the B-BBEE Commission drive compliance and best practice.
Source/ collection of data	All B-BBEE transactions registered with the B-BBEE Commission will be audited internally. Non-compliance will be dealt with in terms of specific procedures.
Method of calculation	Percentage of all non-compliant transactions showing adherence to the defined process to become compliant.
Data limitations	Only those B-BBEE transactions above the gazette threshold, that are registered, can be assessed.
Type of indicator	Outputs
Calculation type	Non-Cumulative
Reporting cycle	Annually
Baseline Indicator	New
Desired performance	All non-compliant transactions should be following the defined steps so 100% is desirable.
Indicator Responsibility	Executive Manager: Compliance

Outcome	Improved Compliance
Indicator Title	1.6 Register of B-BBEE Transactions
Short definition	The B-BBEE Commission is charged with registering all B-BBEE transactions(above threshold) which should be published electronically
Purpose/importance	The purpose is to ensure transparency of all B-BBEE transactions (above threshold)
Source/ collection of data	All B-BBEE transactions registered with the B-BBEE Commission will be placed on the B-BBEE Transaction Register
Method of calculation	B-BBEE register to be updated monthly and published on website. Email notifications will be sent to all stakeholders directing them to website.
Data limitations	Only those B-BBEE transactions above the gazette threshold, that are registered, can be assessed.
Type of indicator	Outputs
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Baseline Indicator	Assess transactions within 90 days upon registration
Desired performance	A monthly update must be published
Indicator Responsibility	Executive Manager: Compliance and Executive Manager: Organizational Strategy & Performance

Outcome	Improved Compliance
Indicator Title	1.7 Compliance reports in line with section 13G
Short definition	The B-BBEE Commission will acknowledge receipt and assess the compliance reports and provide feedback with regards to state of compliance as per the B-BBEE Act
Purpose/importance	The purpose is to ensure transparency with B-BBEE compliance
Source/ collection of data	Submitted compliance report from JSE listed companies, organs of state, state-owned entities, SETA's
Method of calculation	Certificate of Compliance / rejection will be sent to all entities that submitted compliance report to B-BBEE Commission
Data limitations	Only submitted compliance report will be assessed and analysed
Type of indicator	Outputs
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Baseline Indicator	90 days taken to assess compliance report
Desired performance	Monthly update
Indicator Responsibility	Executive Manager: Compliance and Executive Manager: Organizational Strategy & Performance

**Outcome 2: Implementing corrective enforcement to achieve compliance****Programme 2: Investigations and Enforcement**

Outcome	Improved Compliance
Indicator Title	2.1 Percentage of reports produced on investigations conducted within 12 months upon receipt of compliant
Short definition	Investigation reports must be registered, tracked, investigated, feedback and closed so that the person with the query feels the value-add service being provided by the B-BBEE Commission
Purpose/importance	The efficiency of the B-BBEE Commission to deal with queries in a timely fashion is of paramount importance.
Source/ collection of data	Database
Method of calculation	Days between Date of registration to Date of closure of each report should be less than 365 as a percentage of all Investigative reports
Data limitations	Accurate dates must be captured and stored
Type of indicator	Activities
Calculation type	Non-cumulative
Reporting cycle	Annual
Baseline Indicator	On average 80% of reports produced with findings on investigations conducted within 12 months upon receipt of compliant
Desired performance	100%
Indicator Responsibility	Executive Manager: Investigations & Enforcement

Outcome	Improved Compliance
Indicator Title	2.2 Percentage of identified cases for possible Alternative Dispute Resolution (ADR) process
Short definition	The objective is to try and resolve disputes before prosecution.
Purpose/importance	The desire is to get ADR agreement in preference to prosecution.
Source/ collection of data	Database
Method of calculation	Number of disputes reaching ADR agreements, as a percentage of all disputes
Data limitations	The database should be able to track the outcome of the dispute in order to hand over disputes for prosecution if consensus cannot be reached.
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Baseline Indicator	Three cases referred for ADR
Desired performance	The higher the percentage, the better the performance
Indicator Responsibility	Executive Manager: Investigations & Enforcement

**Outcome 3: Researching, analysing and reporting on the state of transformation****Programme 3: Research, Analysis & Reporting**

Outcome	Improved Compliance
Indicator Title	3.1 Major Transaction Report produced annually
Short definition	A report on the major B-BBEE transactions analysis
Purpose/importance	To determine if Ownership has been created in line with code series 100, identify value creation by sectors and calculate total value of registered transactions
Source/ collection of data	Received major B-BBEE Transactions
Method of calculation	Number of major B-BBEE Transaction reports published
Data limitations	Availability of received major B-BBEE Transactions
Type of indicator	Impact
Calculation type	Cumulative
Reporting cycle	Annual
Baseline Indicator	One report
Desired performance	One per year (published in the first quarter of the next financial year)
Indicator Responsibility	Chief Economist

Outcome	Improved Compliance
Indicator Title	3.2 'National Status' Report produced annually
Short definition	A report of the B-BBEE status as a nation
Purpose/importance	Feedback to the stakeholders as to the status and reach of the B-BBEE Commission's work
Source/ collection of data	Database (B-BBEE certificate Portal system), Compliance report, major B-BBEE transactions.
Method of calculation	Number of reports published
Data limitations	Content to produce the report may need to be sourced externally
Type of indicator	Impact
Calculation type	Cumulative
Reporting cycle	Annual
Baseline Indicator	One report
Desired performance	One per year (published in the first quarter of the next financial year)
Indicator Responsibility	Chief Economist

Outcome	Improved Compliance
Indicator Title	3.3 Regulatory Impact Assessment Report showing a year on year decline in the factors inhibiting positive change
Short definition	The B-BBEE Commission is to produce a report annually highlighting the factors inhibiting positive change, according to the 5 elements of B-BBEE
Purpose/importance	It is vital that the B-BBEE Commission shares the challenges and successes of its initiatives with its stakeholders.
Source/ collection of data	Databases



Method of calculation	Number of Impact assessment Reports in a year
Data limitations	Availability of data from external sources and objective interpretation of the B-BBEE position
Type of indicator	Impact
Calculation type	Non-cumulative
Reporting cycle	Annual
New Indicator	New
Desired performance	One
Indicator Responsibility	Chief Economist

**Outcome 4: Collaborating with relevant stakeholders to advance transformation**

**Programme 4: Relationship Building/Stakeholder Relations**

Outcome	Improved Compliance
Indicator Title	4.1 Segment stakeholders for those selected partners and generate stakeholder engagement plans
Short definition	The B-BBEE Commission must engage with partners to form relationships that are mutually beneficial to aid in the achievement of the B-BBEE goals. By selecting stakeholders and developing plans to work closely together is the first step in the process
Purpose/importance	The implementation and success of the B-BBEE initiatives cannot be done by the B-BBEE Commission alone. Key stakeholders need to play an role in understanding, advocating and implementing
Source/ collection of data	Internal selection of stakeholders and generation of an individual plan to engage with the entity
Method of calculation	A list of selected stakeholders must exist and a plan for each one must exist. The calculation is the percentage of existing plans for stakeholders all selected stakeholders
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
Baseline Indicator	Two memoranda of understanding entered to per year
Desired performance	Two memoranda of understanding entered to per year
Indicator Responsibility	Executive Manager: Organisational Strategy and Performance

**Strategic Goal 5: Developing capability and capacity of the B-BBEE Commission to deliver on its mandate****Programme 5: Administration**

Outcome	Improved Compliance
Indicator Title	5.1 ICT 5 year plan produced and approved
Short definition	The ICT plan will describe the infrastructure, application, data and security layers required to support the Commission's activities
Purpose/importance	The B-BBEE Commission relies heavily on ICT for the storage of information for its activities. It is a major budget item and should be closely managed to the plan.
Source/ collection of data	ICT plan should be available electronically for all Committees and internal stakeholders
Method of calculation	The plan should be updated annually, approved and be readily available.
Data limitations	None
Type of indicator	Activities
Calculation type	Non-cumulative
Reporting cycle	Annual
Baseline Indicator	One ICT plan
Desired performance	One approved plan
Indicator Responsibility	Chief Operations Officer

Outcome	Improved Compliance
Indicator Title	5.2 Number of systems developed and maintained
Short definition	Development of operational system
Purpose/importance	B-BBEE Commission requires automated systems to improve efficiency
Source/ collection of data	Benchmark with other organs of state
Method of calculation	Number of systems developed
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annual
Baseline Indicator	One system
Desired performance	Five systems
Indicator Responsibility	Chief Operations Officer

Outcome	Improved Compliance
Indicator Title	5.3 Percentage of officials trained for capacity building
Short definition	Staff development and training exist to ensure improvement of skills and knowledge of employees within the B-BBEE Commission.
Purpose/importance	Staff development and training assist in creating a pool of readily available and adequate replacements for personnel who may leave or move up in the B-BBEE Commission.
Source/ collection of data	Human Resource records
Method of calculation	Number of staff members training annually
Data limitations	None
Type of indicator	Capacitation
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Baseline Indicator	10
Desired performance	60%
Indicator Responsibility	Chief Operations Officer

**ANNEXURE A****Output targets within the dtic-group of entities<sup>1</sup>****Investment**

<b>Output</b>
R200 billion in investment pledges secured across the state
100 Investor facilitation and unblocking interventions provided
2 new SEZs designated and support work with provinces related to industrial parks

**Industrial production**

<b>Output</b>
R40 billion in additional local output committed or achieved
R40 billion in Black Industrialist output achieved

**Exports and trade**

<b>Output</b>
R700 billion in manufacturing exports
R300 billion in manufacturing exports to other African countries
R2.5 billion in exports of Global Business Services (GBS)
1 Implementation of the AfCFTA
10 High impact trade interventions completed
4 Protocols finalised under the AfCFTA

**Industrial support**

<b>Output</b>
R30 billion in support programmes administered by or in partnership with the dtic group
R15 billion support programmes to enterprises in areas outside the 5 main metros
R8 billion in financial support programmes to SMMEs, and women and youth-empowered businesses
R7.5 billion in financial support programmes to enterprises in labour absorbing sectors
Promotion of a transparent and just adjudication process for incentive applications

<sup>1</sup> The B-BBEE Commission shall report on its contribution towards these quantitative targets/Outputs.

**Transformation**

Output
R800 Million in Equity Equivalent Investment Programme agreements agreed or administered
20 000 additional workers with shares in their companies
10 high-impact outcomes on addressing market concentration, at sector or firm level.

**Jobs**

Output
1 million jobs supported or covered by Master Plans
100 000 jobs to be created (50 000 social economy fund part-time or temporary job opportunities and 50 000 full-time jobs)
23 000 jobs in Black Industrialists firms

**Energy**

Output
R1.3 billion in financial support to enterprises including SMMEs to mitigate impact of load shedding through energy resilience fund
1400 Megawatts of energy from projects facilitated
550 Megawatts of energy available for the grid
1 Energy One-stop Shop operational
Expedited regulatory amendments and flexibility, to promote energy efficiency

**Green economy targets**

Output
1 Strategy and advocacy finalised responding to green non-tariff barriers (Carbon Border Adjustment Mechanism (CBAM))
1 EV Strategy finalised
1 Finalisation of green hydrogen commercialisation framework

**Stakeholder engagement and impacts**

Output
10 Business Forums hosted aimed at supporting increased FDI, exports and outward investment.
1000 Case studies of firms, workers, entrepreneurs, professionals or communities impacted by the dtic measures: including 12 local films/documentaries telling the SA story
52 Community outreach programmes by the dtic group

Output
5 Conferences, summits, and international forums hosted
10 Successful actions completed on price monitoring and excessive pricing or price gouging

### Addressing crime

Output
Grey-listing: Publication of 'Know Your Shareholder' Regulations and Follow Ups
1 Metal trading system developed to identify stolen public infrastructure entering the scrap metal value-chain, export market or legitimate metal production industry

### Red tape and state capability targets

Output
4 High-impact measures to improve the efficiency and/or effectiveness, of the dtic's policy or programme interventions.
10 High-impact measures to reduce red tape or improve turnaround times in administration of incentives and work of agencies
6 Impact assessments or enhancements of trade instruments or measures

### Improving the capacity and responsiveness of the state and social partnership

Output
4 Pieces of priority legislation amended, tabled or submitted to Executive Authority, Cabinet or Parliament.
7 Master Plans managed and 1 new masterplan to be finalised.
Oversight of IDC, NEF and ECIC to ensure that at least 95% of planned KPIs are achieved
Oversight of other entities to ensure that at least 95% of planned KPIs are achieved
50 Mergers and acquisitions where public interest conditions have been incorporated