



Annual Performance Plan

2026/27 to 2028/29

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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
DPME	Department of Planning, Monitoring and Evaluation
ERRP	Economic Reconstruction and Recovery Plan
ESD	Enterprise and Supplier Development
GAIN	Growth and Inclusion Plan
JSE	Johannesburg Stock Exchange
MoU	Memorandum of Understanding
MTDP	Medium-Term Development Plan
NDP	National Development Plan
NPA	National Prosecuting Authority
SETA	Sectoral Education and Training Authority
MSMEs	Medium, Small and Micro Enterprises,
the dtic	The Department of Trade, Industry and Competition

Executive Authority Statement

The Broad-Based Black Economic Empowerment (B-BBEE) Commission's Annual Performance Plan (APP) has been developed to align with the Medium-Term Development Plan (MTDP) of the 7th Administration, which focuses on three strategic areas over the next five years, namely:

- Inclusive Growth and Job Creation.
- Reducing Poverty and Tackling the High Cost of Living; and
- Building a Capable, Ethical, and Developmental State.

The Commission's APP is conceived to support the MTDP's transformation agenda, the Growth and Inclusion (GAIN) strategy as well as programmes of the Department of Trade, Industry and Competition (**the dtic**) to advance inclusive growth and job creation. The APP incorporates the work to be undertaken to revitalize B-BBEE, including enhanced monitoring of B-BBEE compliance and contributions to the process led by **the dtic** to amend the B-BBEE Act to bolster its objectives and efficacy.

I believe through collaboration between the Commission and **the dtic** the initiatives outlined in this APP will contribute to the achievement of the above-mentioned strategic priorities of the Government of National Unity (GNU), notably accelerating inclusive economic growth.

By strengthening monitoring mechanisms and fostering collaboration among relevant stakeholders, we can collectively address barriers to black people's entry into the economy, support the advancement of marginalised groups, and drive meaningful change in the structure of our economy. This approach not only upholds the principles of the B-BBEE Act but also sets the stage for impactful progress toward decreasing unemployment and poverty, ultimately realising a more equitable and prosperous future for all.

I have no doubt that an adequately resourced and effective B-BBEE Commission is materially essential to successful and impactful implementation of B-BBEE and to progress with transforming the economy. For this purpose, the establishment of the Commission as provided for in the B-BBEE Act will be finalized as a matter of priority. Furthermore, **the dtic** will enhance its support to the Commission and collaborate with the entity on resource mobilization and strategic initiatives advancing B-BBEE.

As the Executive Authority, I am pleased to present the Commission's APP for 2026/27 to 2028/29, which outlines the work the entity will perform during this period, to promote implementation of the B-BBEE Act across government and the economy to advance transformation and inclusive growth.

I wish to express my appreciation to the Commissioner, the Executive Committee, and all officials who contributed to the development of the APP, which I am pleased to approve.



Hon. Parks Tau, MP

Minister of Trade, Industry, and Competition

04/14/2026

Accounting Officer Statement

I am pleased to present the APP of the B-BBEE Commission for the forthcoming financial year. This plan is firmly aligned with the Government's MTDP, GAIN strategy and Inclusion agenda, and the strategic priorities of **the dtic** aimed at advancing inclusive growth, structural transformation and sustainable job creation.

The Commission's APP serves as a strategic instrument to revitalise and strengthen the implementation B-BBEE within a dynamic and evolving regulatory environment. Central to this mandate is the enhancement of monitoring, oversight and regulatory enforcement mechanisms to improve compliance with the B-BBEE Act across both the private and public sectors. The plan further incorporates the Commission's active contribution to the legislative review process led by **the dtic**, aimed at addressing regulatory gaps, strengthening enforcement provisions and reinforcing the overall effectiveness and impact of the B-BBEE framework.

This work is undertaken against the backdrop of significant developments in public procurement jurisprudence, notably the Constitutional Court judgment in *Minister of Finance v Afribusines NPC 2022 (4) SA 362 (CC)*. While the judgment declared the 2017 Preferential Procurement Regulations invalid for exceeding the powers conferred by the Preferential Procurement Policy Framework Act (PPPFA), the Court reaffirmed the constitutional imperative under section 217(2) of the Constitution to advance persons or categories of persons disadvantaged by unfair discrimination. The Court further emphasised that such measures must be implemented within the bounds of enabling legislation.

Regrettably, the judgment was in certain quarters misconstrued as rendering transformation measures discretionary, which contributed to lower levels of compliance by some organs of state and public entities. The Commission reiterates that the constitutional and statutory obligations to advance B-BBEE remain firmly in place. Organs of state are required to develop and implement lawful procurement policies incorporating specific goals consistent with section 217(2) of the Constitution and section 10(1) of the B-BBEE Act.

In response to these developments, the Commission has intensified its efforts to support organs of state and public entities in strengthening the lawful implementation of preferential procurement policies and other authorisations. Working in close collaboration with National Treasury and other relevant stakeholders, the Commission is positioning public procurement as a strategic lever to advance the objectives of B-BBEE. These efforts include the issuance of guidance notes, the strengthening of monitoring and reporting frameworks, the investigation of fronting and misrepresentation practices, and the promotion of policy coherence between procurement systems and the objectives of the B-BBEE Act. Collectively, these initiatives seek to ensure that public procurement and other regulatory authorisations continue to function as effective instruments for economic transformation while maintaining constitutional fidelity and legislative compliance.

While regulatory oversight, monitoring and investigations remain central to the Commission's mandate, the Commission recognises the importance of developing a deeper evidence-based understanding of the broader economic impact of B-BBEE.

The Commission further recognises that effective implementation requires strengthened inter-institutional collaboration. Accordingly, this Strategic Plan prioritises structured engagement with **the dtic**, National Treasury, the Department of Planning, Monitoring and Evaluation, the Auditor-General of South Africa and other regulatory bodies to embed B-BBEE compliance within strategic planning, procurement oversight and performance audit processes. Through this coordinated approach, systemic barriers to the meaningful participation of black people in the economy can be progressively dismantled and the advancement of marginalised groups accelerated in line with the GAIN strategy.

Public procurement, regulatory oversight and strengthened compliance enforcement remain critical instruments in advancing the objectives of the B-BBEE Act and addressing the persistent challenges of unemployment poverty and structural inequality. By reinforcing monitoring mechanisms, improving the institutional capacity of the B-BBEE Commission and ensuring legislative clarity, the Commission will continue to uphold both the letter and the spirit of the B-BBEE Act in line with the Constitution.

Accordingly, I am confident that through strengthened collaboration with **the dtic** and other stakeholders, the initiatives outlined in this Strategic Plan will contribute meaningfully to the strategic priorities of the Government of National Unity, particularly the acceleration of inclusive economic growth and the advancement of a more equitable, inclusive and prosperous South Africa.

At the same time, the effective execution of the Commission's mandate requires continued institutional support from **the dtic**. This includes ensuring that the Commission is properly established as envisaged in the B-BBEE Act and adequately capacitated to perform its functions effectively. I am therefore encouraged by the imminent commencement of the process to amend the B-BBEE Act, with the aim of closing existing regulatory gaps that impede compliance and the achievement of the legislation's objectives.

I wish to express my sincere appreciation to the Honourable Minister of Trade, Industry and Competition, Mr Parks Tau, for his leadership and steadfast commitment to advancing economic transformation. I also extend my gratitude to the executives and staff of the B-BBEE Commission for their dedication and professionalism in advancing the mandate of the Commission and contributing to the realisation of a more inclusive and growing economy.



Mr. Tshediso Matona
Commissioner

___/___/___

Official Sign-off

It is hereby certified that this Annual Performance Plan:

The plan was formulated by the staff of the Commission under the supervision of **the dtic**. It duly considers all pertinent policies, legislation, and additional mandates within the jurisdiction of the B-BBEE Commission, accurately reflecting the Strategic Outcome-Oriented Goals and objectives that the B-BBEE Commission intends to accomplish over the three-year period from 2026/27 to 2028/29.

Ms. Rachel Malatji
Executive Manager Compliance

Signature

Dr. Nontokozi Nokhwali-Mboyi
Chief Operations Officer

Signature

Ms. Moipone Amanda Kgaboesele
Executive Manager Investigations & Enforcement

Signature

Recommended for approval by

Approved by the Executive Authority

Mr. Tshediso Matona
Commissioner

____ / ____ / ____

Hon. Parks Tau, MP
Minister of Trade, Industry and Competition

04/14/2026

PART A: Our Mandate

1. Updates to the Relevant Legislative and Policy Mandates

The B-BBEE Commission is established in terms of section 13B of the B-BBEE Act (2013) to oversee and guide implementation of the Act.

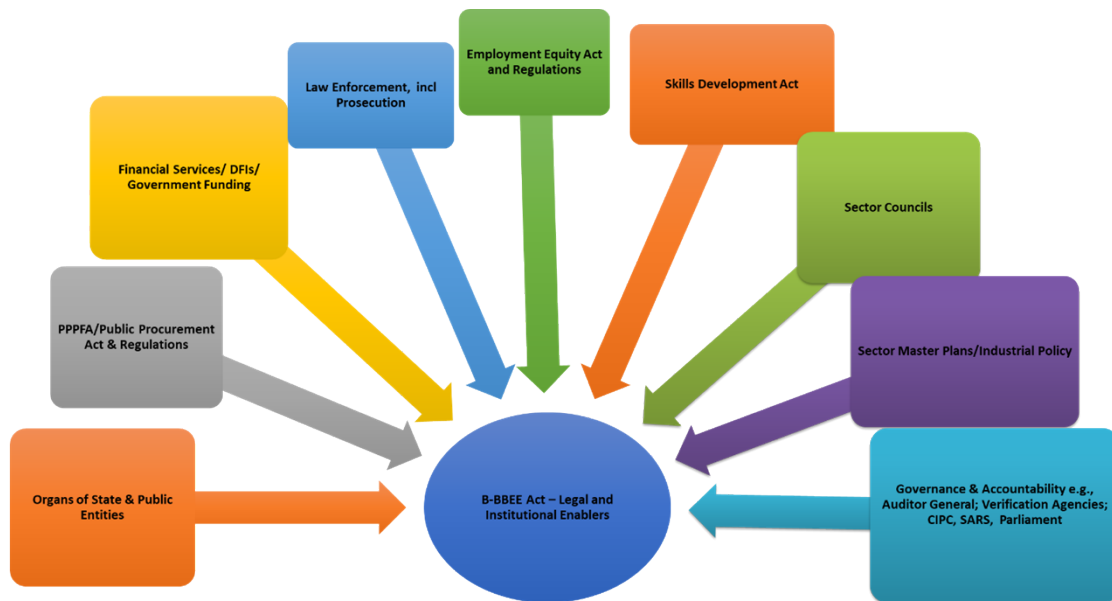
The B-BBEE Act outlines the following key responsibilities for the Commission:

- Promoting implementation of B-BBEE through advocacy, education, and awareness programs.
- Investigating and overseeing the execution of recommendations from investigations, as well as Alternative Dispute Resolutions (ADR).
- Evaluating registered Major B-BBEE Transactions valued at R25 million or more and maintaining a register of such transactions.
- Reviewing compliance reports submitted by state entities, Sector Education and Training Authorities (SETAs), and entities listed on the Johannesburg Stock Exchange (JSE), and keeping a comprehensive database.
- Offering clarifications and advisory opinions on B-BBEE matters, and
- Conducting research and publishing reports on topics linked to B-BBEE to support policy development and best practices.

The Commission also supports the Minister of Trade, Industry, and Competition and **the dtic** on matters related to B-BBEE. In addition, the Commission endeavours to align its functions with evolving legislative and policy frameworks, ensuring that its initiatives contribute to a more effective regulatory environment for B-BBEE, including collaborating closely with other government departments and external stakeholders to advance transformation.

Key legislative changes

The B-BBEE Act review offers the Commission a chance to share operational insights and address emerging challenges in economic transformation. Collaborating with the dtic, the Commission aims to ensure changes reflect practical experience and advance a fair, inclusive economy. While the dtic leads the review, ongoing compliance remains central, as misalignment causes fragmentation and limits the effectiveness of section 10(1). The Commission's efforts to strengthen compliance require commitment from the entire B-BBEE ecosystem, depicted below:



2. Updates to Institutional Policies and Strategies

The Commission’s efforts will support the following objectives:

- Enhancing the regulatory environment to foster an inclusive economy.
- Ensuring comprehensive alignment of government policies with the B-BBEE Act; and

3. Updates to Relevant Court Rulings

The Commission routinely reviews decisions made by South African courts, especially those that impact its own work. A summary of recent legal developments is provided below:

- The B-BBEE Commission has noted with concern an upturn of review applications brought against it because of the time-bar in regulation 15(4) which requires the B-BBEE Commission to finalise investigations of complaints received within one year of receipt of the complaint which results in entities evading justice. In the 2023/24 period, about five cases were overturned by the High Court of South Africa. The court ruled that the Commission had exceeded its authority when issuing certain findings in violation of Regulation 15(4), declaring those findings unconstitutional, unlawful, and invalid, and therefore setting them aside.
- Additionally, the Commission was found to have acted contrary to Regulation 15(15), which references sub-regulation (8) dealing with self-initiated investigations rather than complaints submitted by individuals. These judicial outcomes significantly affect the Commission, as roughly 90% of ongoing investigations are affected by the High Court’s decisions, risking the organization’s reputation and incurring substantial legal expenses. With only two investigators, addressing this situation presents a serious challenge.

PART B: Our Strategic Focus

The B-BBEE Commission is empowered to oversee and promote compliance with the Broad-Based Black Economic Empowerment (B-BBEE) Act with a view to ensuring that South Africa's economy benefits the majority of the population who remain marginalised due to the legacy of apartheid, in furtherance of section 9(2) of the Constitution.

Alignment with MTDP AND GAIN

The strategic focus of the Commission will be on transformation which is a cross-cutting theme in the MTDP, GAIN strategy, growth path, industrial policy, and the strategic priorities of **the dtic**.

In overseeing the implementation of B-BBEE legislation and policy, the Commission seeks to ensure that transformation is advanced through the activities and transactions of private companies and public entities, aligned with the above policy frameworks as they relate to building an inclusive economy, supporting MSMEs, and improving education outcomes to achieve massive expansion in employment, by ensuring effective implementation of B-BBEE Act and its Codes of Good Practice.

The Commission will continue promoting compliance by organs of state and public entities with section 10(1) of the B-BBEE Act, which requires them to apply B-BBEE criteria when issuing licences, concessions or authorisations, and in procurement and other economic activities undertaken in terms of any law. Particular emphasis will be placed on improving compliance by organs of state and public entities, beginning with **the dtic** and its entities, and leveraging public procurement as a catalytic instrument for advancing B-BBEE in collaboration with National Treasury.

Furthermore, the Commission will:

- Continue measures to enhance the level and quality of compliance with B-BBEE Act across private and public sectors, as achieving B-BBEE and transformation depends on effective compliance and implementation of the Act;
- Give particular focus to compliance of **the dtic** group with the Specialised Scorecard;
- Strengthen compliance monitoring and reporting across public and private sectors, including closer cooperation with Sector Charter Councils; and
- Roll-out a communication campaign to boost public confidence in the B-BBEE policy.

4. Updated Situational Analysis

In the period ahead, the Commission will address the following issues and challenges.

4.1 External Environment Analysis

Political / Administrative

- B-BBEE implementation cohesion and support for enhanced enforcement of the B-BBEE Act and integration of B-BBEE within government policies and programmes.

Social / Environmental

- National footprint - a need for broader awareness and reach on B-BBEE through various platforms
- Language diversity.
- Different interpretation of the B-BBEE Act and attacks on B-BBEE

Technology

- Multimedia communication platforms and digital services.

Legal

- Dependency on other authorities in enforcement.
- Court decisions against the Commission related to investigations of complaints completed beyond the 12-month time-bar.
- Need for strengthening enforcement through submission of a proposal for review of the legislation.

4.2 Internal Environment Analysis

The Commission's strategic focus areas are derived from its mandate as spelled out in section 13F of the B-BBEE Act, while section 13E provides for how the B-BBEE Commission should be financed.

PART C: Measuring Our Performance

Impact of our Work

- The Commission's discharge of its functions of promoting compliance with the Act, advocacy and advice, monitoring and investigations and research - contributes to realising the B-BBEE Act's objectives and to advancing transformation;
- Assessments of compliance reports of private and public entities, and of major B-BBEE transactions, enables the Commission to ensure the Act is implemented correctly and scorecard elements of Enterprise and Supplier Development, Skills Development, and Socio-Economic Development are meaningful and likely to be impactful;
- Furthermore, the Commission ensures that ownership schemes used in B-BBEE transactions, such as Trusts, Broad-Based Ownership Schemes (BBOS), and Employee Share Ownership Programmes

(ESOPS), comply with requirements of the B-BBEE Act and standards of relevant Codes of Good Practice;

- The Commission's research draws from submitted compliance reports and B-BBEE certificates enables analysis of progress with implementing the Act, challenges and informs the public as well as future reviews of B-BBEE policy.

Achieving these objectives requires resolving the Commission's institutional status, resource constraints, and effective implementation of, and compliance with, the B-BBEE legislative framework. To this end, the Act assigns the B-BBEE Commission functions that include promoting adherence to the legislation, conducting advocacy and awareness initiatives, monitoring compliance through the assessment of reports submitted by private companies and public entities, investigating fronting practices and misrepresentation, and undertaking research to deepen knowledge of the implementation and impact of B-BBEE.

Through these functions, the Commission contributes to the broader economic transformation outcomes envisaged by the Act. By promoting compliance and strengthening regulatory oversight, the Commission supports increased participation of black people in ownership, management, enterprise development and skills development across the economy. Monitoring compliance reports submitted by measured entities provides visibility into the extent to which companies are investing in empowerment initiatives, including enterprise and supplier development, skills development and ownership transactions that support inclusive economic participation.

A key strategic focus in the period ahead will be to strengthen compliance by organs of state and public entities with section 10(1) of the B-BBEE Act, which requires them to apply B-BBEE criteria in procurement, licensing, concessions, authorisations and other economic activities undertaken in terms of any law. By improving compliance with these provisions, the Commission seeks to leverage state procurement, licensing and other regulatory instruments as catalytic levers to expand opportunities for black-owned enterprises, stimulate enterprise development and support inclusive economic growth. This work will be undertaken in collaboration with National Treasury and other relevant stakeholders.

The Commission's monitoring work already provides insight into key economic outcomes associated with the implementation of B-BBEE. Since 2017, major ownership transactions in which black people have acquired equity have amounted to R631.1 billion. In addition, expenditure on black-owned enterprises through the Enterprise and Supplier Development element of the B-BBEE scorecard has amounted to R93.7 billion between 2021 and 31 December 2025, while Skills Development expenditure has reached R72.5 billion over the same period. These investments illustrate how compliance with the B-BBEE framework contributes to expanding ownership, supporting black-owned enterprises and developing skills.

Recognising that compliance reporting alone does not fully demonstrate the broader socio-economic impact of B-BBEE, the Commission will progressively strengthen the impact orientation of its monitoring and research functions. This will enable improved analysis of the relationship between B-BBEE compliance activities and outcomes such as job creation, enterprise growth and broader economic participation by historically disadvantaged groups. This approach will also inform the Commission's statutory reports on the national status of B-BBEE implementation and on major ownership transactions.

As compliance with the B-BBEE Act deepens and the reach of the legislation expands across the economy, these interventions are expected to increase the contribution of B-BBEE to inclusive economic growth, enterprise development and employment creation.

The effective execution of the Commission's mandate and Annual Performance Plan will, however, require the resolution of current institutional capacity and resource constraints.

1. Institutional Programme Performance Information

1.1 Programme 1 - Compliance

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

1.2 Outcomes, Outputs, Output Indicators and Targets

Outcome	Output	Indicator Number	Performance Indicator	Annual Targets			
				Baseline	MTDP Period		
				2025/26	2026/27	2027/28	2028/29
Compliance with the B-BBEE Act	Assessed annual s13G compliance reports submitted to facilitate the objectives of the B-BBEE Act.	1	Number of JSE listed entities' annual compliance reports assessed for compliance with the B-BBEE Act within 90 days as prescribed.	133 JSE listed entities' annual compliance reports assessed for compliance with the B-BBEE Act	153 of 200 JSE listed entities annual compliance reports assessed within 90 days as prescribed.	173 of 200 JSE listed entities annual compliance reports assessed within 90 days as prescribed	200 of 200 JSE listed entities annual compliance reports assessed within 90 days as prescribed
		2	Number of SETAs annual compliance reports assessed for compliance with the B-BBEE Act	6 SETAs annual compliance reports assessed for compliance with the B-BBEE Act	11 of 21 SETAs annual compliance reports assessed for compliance with the B-BBEE Act	16 of 21 SETAs annual compliance reports assessed for compliance with the B-BBEE Act	21 of 21 SETAs annual compliance reports assessed for compliance with the B-BBEE Act
		3	Number of Organs of State and Public entities' annual compliance reports assessed for compliance with the B-BBEE Act	91 Organs of State and Public entities' annual compliance reports assessed for compliance with the B-BBEE Act	100 of 319 Organs of State and Public entities' annual compliance reports assessed for compliance with the B-BBEE Act	200 of 319 Organs of State and Public entities' annual compliance reports assessed for compliance with the B-BBEE Act	319 of 319 Organs of State and Public entities annual compliance reports assessed for compliance with the B-BBEE Act

Outcome	Output	Indicator Number	Performance Indicator	Annual Targets			
				Baseline	MTDP Period		
				2025/26	2026/27	2027/28	2028/29
				BBEE Act			
		4	% of non-compliant entities published on the website	New indicator	nil	100% of non-compliant entities published on the website	100% of non-compliant entities published on the website
Compliance with the B-BBEE Act	Assessed Major B-BBEE Transactions to safeguard ownership rights of black shareholders.	5	% range of registered Major B-BBEE Transactions compliant with the B-BBEE Act	New Indicator	70% - 80% range of registered Major B-BBEE Transactions compliant with the B-BBEE Act	80% - 90% range of registered Major B-BBEE Transactions compliant with the B-BBEE Act	90% - 100% range of registered Major B-BBEE Transactions compliant with the B-BBEE Act

Outcome	Output	Indicator Number	Performance Indicator	Annual Targets			
				Baseline	MTDP Period		
				2025/26	2026/27	2027/28	2028/29
Compliance with the B-BBEE Act	Progress report on the dtic Group' attaining Level 3 compliance with the Specialised scorecard of the B-BBEE Act	6	Number of Reports on the dtic Group submitting progress reports on attaining Level 3 compliance with the Specialised scorecard of the B-BBEE Act	New Indicator	19 of 19 the dtic Group submitting progress reports on attaining Level 3 compliance with the Specialised scorecard of the B-BBEE Act	19 of 19 the dtic Group submitting progress reports on attaining Level 2 compliance with the Specialised scorecard of the B-BBEE Act	19 of 19 the dtic Group submitting progress reports on attaining Level 1 compliance with the Specialised scorecard of the B-BBEE Act

1.3 Output Indicators: Annual and Quarterly Targets

Performance Indicator	Annual Target	Quarterly Milestones			
		1 st	2 nd	3 rd	4 th

Number of Johannesburg Stock Exchange listed entities' annual compliance reports assessed for compliance with the B-BBEE Act within 90 days as prescribed.	153 of 200 JSE listed entities annual compliance reports assessed within 90 days as prescribed.	Nil	50 of 153 JSE listed entities' annual compliance reports assessed within 90 days as prescribed	50 of 103 JSE listed entities' annual compliance reports assessed within 90 days as prescribed	53 of 53 JSE listed entities' annual compliance reports assessed within 90 days as prescribed
Number of Sectoral Education and Training Authorities annual compliance reports assessed for compliance with the B-BBEE Act within 90 days as prescribed.	11 of 21 SETAs annual compliance reports assessed for compliance with the B-BBEE Act	Nil	5 of 11 SETAs annual compliance reports assessed for compliance with the B-BBEE Act	Nil	6 of 6 SETAs annual compliance reports assessed for compliance with the B-BBEE Act
Number of organs of state and public entities' annual compliance reports assessed for compliance with the B-BBEE Act within 90 days as prescribed.	100 of 319 Organs of State and Public entities' annual compliance reports assessed for compliance with the B-BBEE Act	Nil	20 of 100 Organs of State and Public entities' annual compliance reports assessed for compliance with the B-BBEE Act	50 of 80 Organs of State and Public entities' annual compliance reports assessed for compliance with the B-BBEE Act	30 of 30 Organs of State and Public entities' annual compliance reports assessed for compliance with the B-BBEE Act
% of non-compliant entities published on the website	Nil	Nil	Nil	Nil	Nil
% range of registered Major B-BBEE Transactions compliant with the B-BBEE Act	70% - 80% range of registered Major B-BBEE Transactions compliant with the B-BBEE Act	Nil	70% - 80% range of registered Major B-BBEE Transactions compliant with the B-BBEE Act	Nil	70% - 80% range of registered Major B-BBEE Transactions compliant with the B-BBEE Act
Number of Reports on the dtic Group submitting progress reports on attaining Level 3 compliance with the Specialised scorecard of the B-BBEE Act	19 of 19 the dtic Group submitting progress reports on attaining Level 3 compliance with the Specialised scorecard of the B-BBEE Act	Nil	19 of 19 the dtic Group submitting progress reports on attaining Level 3 compliance with the Specialised scorecard of the B-BBEE Act	19 of 19 the dtic Group submitting progress reports on attaining Level 3 compliance with the Specialised scorecard of the B-BBEE Act	19 of 19 the dtic Group submitting progress reports on attaining Level 3 compliance with the Specialised scorecard of the B-BBEE Act

1.2 Programme 2: Investigations and Enforcement

1.2.1 Purpose: To implement corrective enforcement to achieve compliance.

1.4 Outcomes, Output, Performance Indicators and Targets

Outcome	Outputs	Indicator Number	Performance Indicator	Annual Targets			
				Baseline	MTDP Period		
				2025/26	2026/27	2027/28	2028/29
Compliance with the B-BBEE Act	Investigation Report in response to complaints received, within 12 months, to safeguard the rights of black people	7	% range of investigation reports produced within 12 months	On average 50% of investigation findings produced on investigations conducted within 12 months upon receipt of complaint	50% - 70% range of investigation reports produced within 12 months	70% - 90% range of investigation reports produced within 12 months	90% - 100% range of investigation reports produced within 12 months
	Alternative Dispute Resolution where appropriate in order to provide relief to affected parties	8	% of identified cases for possible Alternative Dispute Resolution process	80% of the identified cases for Alternative Dispute Resolution finalised within 6 months	80% of the identified cases for Alternative Dispute Resolution finalised within 6 months	90% of the identified cases for Alternative Dispute Resolution finalised within 6 months	100% of the identified cases for Alternative Dispute Resolution finalised within 6 months

1.5 Output Indicators: Annual and Quarterly Targets

Performance Indicator	Annual Target 2026/27	Quarterly Milestones			
		1 st	2 nd	3 rd	4 th
% range of investigation reports produced within 12 months	50% - 70% range of investigation reports produced within 12 months	50% - 70% range of investigation reports produced within 12 months	50% - 70% range of investigation reports produced within 12 months	50% - 70% range of investigation reports produced within 12 months	50% - 70% range of investigation reports produced within 12 months
Average percentage of identified cases for possible Alternative Dispute Resolution process	80% of the identified cases for Alternative Dispute Resolution finalised within 6 months	80% of the identified cases for Alternative Dispute Resolution finalised within 6 months	80% of the identified cases for Alternative Dispute Resolution finalised within 6 months	80% of the identified cases for Alternative Dispute Resolution finalised within 6 months	80% of the identified cases for Alternative Dispute Resolution finalised within 6 months

1.3 Programme 3: Research, analysis and reporting

1.3.1 **Purpose:** To research, analyse and report on the state of transformation

1.6 Outcomes, Output, Performance Indicators and Targets

Outcome	Output	Indicator Number	Performance Indicator	Annual Targets			
				Estimated Performance		MTDP Period	
				2025/26	2026/27	2027/28	2028/29
Evidence-based information on the state of B-BBEE compliance.	Research Report on B-BBEE related matters produced	9	National Status Report on B-BBEE Transformation Produced	1 National Status annual report produced.	1 National Status Report on B-BBEE Transformation Produced	1 National Status Report on B-BBEE Transformation Produced	1 National Status Report on B-BBEE Transformation Produced

1.7 Output Indicators: Annual and Quarterly Targets

Performance Indicator	Annual Target 2026/27	Quarterly Milestones			
		1 st	2 nd	3 rd	4 th
National Status Report on B-BBEE Transformation Produced	Annual National Status Report on B-BBEE Transformation.	Nil	Nil	1 National Status report on B-BBEE Transformation	Nil

1.4 Programme 4: Stakeholder Relations and Communication

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

1.8 Outcomes, Output, Performance Indicators and Targets

Outcome	Outputs	Indicator Number	Performance Indicator	Annual Targets			
				Baseline	MTDP Period		
				2025/26	2026/27	2027/28	2028/29
Increase public confidence in B-BBEE Policy	Multi-media Products Produced on Communication Campaign on B-BBEE in order to influence narrative and counter misinformation and disinformation about the policy	10	Number of Multi-media Products on communication campaign produced	New indicator	48 Media products produced	48 Media products produced	48 Media products produced

1.9 Indicators, Annual and Quarterly Targets

Performance Indicator	Annual Target 2026/27	Quarterly Milestones			
		1 st	2 nd	3 rd	4 th
Number of Multi-media Products on communication campaign produced	48 Media products produced	12 Media products produced	12 Media products produced	12 Media products produced	12 Media products produced

1.5 Programme 5: Administration

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

1.10 Outcomes, Output, Performance Indicators and Targets

Outcome	Outputs	Indicator Number	Performance Indicator	Annual Targets			
				Estimated Performance	MTDP Period		
				2025/26	2026/27	2027/28	2028/29
State capacity to promote transformation	MSMEs trained on corporate governance and B-BBEE in order to empower them to effectively participate in the economy.	11	Number of MSMEs training programme conducted on corporate governance and B-BBEE	100 MSMEs trained on corporate governance and B-BBEE	200 MSMEs trained on corporate governance and B-BBEE	300 MSMEs trained on corporate governance and B-BBEE	400 MSMEs trained on corporate governance and B-BBEE

1.11 Output Indicators: Annual and Quarterly Targets

Performance Indicator	Annual Target 2025/26	Quarterly Milestones			
		1 st	2 nd	3 rd	4 th
Number of MSMEs training programme conducted on corporate governance and B-BBEE	200 MSMEs trained on corporate governance and B-BBEE	Nil	Nil	Nil	200 MSMEs trained on corporate governance and B-BBEE

2. 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's** strategic outcomes for 2026/2027, in particular the promotion of economic transformation and inclusive growth, including industrialization and investment, with meaningful participation of women, youth, and people living with disability. The below table illustrate the linkages between the chosen outcome indicators and the National Development goals.

Outcomes	National Development Goals
<p>1. Safeguarding the outcomes of an inclusive economy.</p>	<p>Supports NDP Outcome 4 – decent employment through inclusive growth.</p> <p>Facilitate broad-based black economic empowerment through targeted interventions to achieve more inclusive growth.</p>
<p>2. Implementing corrective enforcement to achieve compliance.</p>	<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>
<p>3. Researching, analyzing and reporting on the state of transformation.</p>	<p>Provides trend and other in-depth analyses in easy-to-read formats to measure both the Commission's success and transformation gains across South Africa.</p> <p>Facilitate broad-based black economic empowerment through targeted interventions to achieve more inclusive growth.</p>
<p>4. Collaborating with relevant stakeholders to advance transformation.</p>	<p>Extends relationships with key stakeholders to improve 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>
<p>5. Developing the capability and capacity of the Commission to deliver on its mandate.</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>

3. Programme Resource Considerations

3.1 Financial Plan

Below is the budget of the B-BBEE Commission over a three-year period:

<i>Economic Classification</i>	2026/27 R'000	2027/28 R'000	2029/30 R'000
Compensation of Employees	11 258	13 191	13 784
Goods and Services	8 700	9 289	9 704
Payment for capital assets	652	681	0
Total budget	20 610	23 161	23 488

NB: The above financial plan is based on the MTEF indicative figures of the B-BBEE Commission as it still operates as a unit of the dtic.

3.2 Human Resource Considerations

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

Programmes	Original Approved Structure	the dtic Interim Structure	Current Human Resources Employed by the Commission
Compliance	25	12	6
Investigation & Enforcement	25	13	9
Research Analysis & Reporting	12	0	0
Stakeholder Relations & Communication	4	0	1
Administration (including 2 officials in the Office of the Commissioner)	47	15	8
Total	113	40	24

Human Resource Summary

Category	Number of officials
Current Human Resources Employed by the Commission	24
Secondments (NEF)	14
Reassignments (DTIC)	3
Total Workforce	41

4. Updated Key Risks and Mitigations from the Strategic Plan

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.

Outcomes	Key Risks	Risk Mitigations
1. Developing the capability of the Commission to deliver on its mandate	Uncertain institutional model of the B-BBEE Commission.	<ul style="list-style-type: none"> Follow-up with the dtic on progress of listing the B-BBEE Commission.
2. Developing the capability of the Commission to deliver on its mandate	Inadequate human and financial resources for the Commission to function effectively.	<ul style="list-style-type: none"> Continue engaging the dtic for additional human and financial resources.
3. Developing the capability and capacity of the Commission to deliver on its mandate	Functionality of infrastructure to support the B-BBEE Commission	<ul style="list-style-type: none"> Develop an automated system.
4. Safeguarding the outcomes of an inclusive economy	Misalignment of approaches to transformation / B-BBEE in government	<ul style="list-style-type: none"> Continuous engagements with the role played by other departments in advancing B-BBEE. Engage organs of state and public entities to align other laws with section 10(1) & (2) of the B-BBEE Act. Practice guides on B-BBEE and MOUs.
5. Implementing corrective enforcement to achieve compliance	Non-compliance of entities (respondents) with corrective action and recommendations of the Commission.	<ul style="list-style-type: none"> Publication of investigation findings. Engagement with the dtic on the possible amendments of legislation to strengthen enforcement.
	Litigation against the B-BBEE Commission	<ul style="list-style-type: none"> Continue engaging the dtic for enhancing capacity for high-quality investigations and vigorous defence of B-BBEE Commission decisions. Declaratory order to condone the investigation of complaints that exceed 12 months, as well finalise investigations of all cases that affected by the statutory 12 (twelve) month time bar.

5. Public Entities

Not Applicable

6. Infrastructure Projects

Not Applicable

7. Public Private Partnerships

Not Applicable

Part D: Technical Indicator Descriptions (TIDs)

Outcome	Indicator Number	Improved Compliance with the B-BBEE Act
Indicator Title	1 to 4	Number of JSE listed entities' annual compliance reports assessed for compliance with the B-BBEE Act within 90 days as prescribed.
		Number of SETAs annual compliance reports assessed for compliance with the B-BBEE Act
		Number of Organs of State and Public entities' annual compliance reports assessed for compliance with the B-BBEE Act
		*% of non-compliant entities published on the B-BBEE Commission website
Definition		Compliance reports are submitted to the B-BBEE Commission in line with section 13G where organs of state, public entities, public entities listed on JSE and SETAs are required to report to the B-BBEE Commission on their compliance with B-BBEE. 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. *Publish the list of entities that failed to submit the reports on the B-BBEE Commission website
Purpose/importance		To strengthen monitoring, reporting and compliance oversight and ensure transparency with B-BBEE compliance.
Source/ collection of data		Submitted compliance reports from JSE listed entities, organs of state, public entities, SETA's
Method of calculation		Simple count
Data limitations		Incomplete/ undisclosed data from submitted compliance reports
Assumptions		Functional Case Management System (CMS)
Type of indicator		Outputs
Calculation type		Cumulative
Reporting cycle		Quarterly
Baseline Indicator		90 days taken to assess compliance report
Desired performance	Monthly update	
Indicator Responsibility	Executive Manager: Compliance	

Outcome	Indicator Number	Improved Compliance with the B-BBEE Act
Indicator Title	5	% range of registered Major B-BBEE Transactions compliant with the B-BBEE Act
Definition		Registration and assessment of all major B-BBEE

		transactions (above threshold i.e. R25 million) within 90 days of receipt and assuring that B-BBEE transactions comply with the B-BBEE Act.
Purpose/importance		Ensure transparency of all B-BBEE transactions, strengthen monitoring, reporting and compliance oversight and ensure all B-BBEE transactions are legal in respect of the law and best practice.
Source/ collection of data		All B-BBEE transactions registered with the B-BBEE Commission will be placed on the B-BBEE Transaction Register and will be audited internally. The register will also be published on the website of the Commission from time to time. Non-compliance will be dealt with in terms of specific procedures.
Method of calculation		% Range
Assumptions		Major B-BBEE transactions within the R25 million threshold submitted for registration, and parties will implement the remedial recommendations
Data limitations		Only B-BBEE transactions above the threshold can be registered and assessed for compliance with the B-BBEE Act.
Type of indicator		Outputs
Calculation type		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

Outcome	Indicator Number	Improved Compliance with the B-BBEE Act
Indicator Title	6	Number of Reports on DTIC Group submitting progress reports on attaining Level 3 compliance with the Specialised scorecard of the B-BBEE Act
Definition		Guidance and support provided to the dtic Group and progress on the implementation of the Specialised Scorecard
Purpose/importance		To enhance compliance with the B-BBEE Act.
Source/ collection of data		Submitted progress reports from the dtic Group
Method of calculation		Simple count
Data limitations		Incomplete/ non-submission of progress reports
Assumptions		Implementation of identified B-BBEE initiatives, and B-BBEE verification planned
Type of indicator		Outputs
Calculation type		Cumulative
Reporting cycle		Quarterly

Baseline Indicator		Nil
Desired performance		Monthly update
Indicator Responsibility		Executive Manager: Compliance

Outcome	Indicator Number	Improved Compliance with the B-BBEE Act
Indicator Title	7 and 8	% range of investigation reports produced within 12 months
		%of identified cases for possible Alternative Dispute Resolution process
Definition		Investigation is conducted in terms of section 13F (1)(d) and section 13J (1) of the B-BBEE Act read with regulation 15 of the B-BBEE Regulations, culminating in the issuing of findings in terms of regulation 15 (4) (g) 15 of the B-BBEE Regulations.
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		% Range
Data limitations		Accurate dates must be captured and stored
Type of indicator		Activities
Calculation type		Non-cumulative
Reporting cycle		Annual
Baseline Indicator		50% -70% of investigation reports produced
Desired performance		100%
Indicator Responsibility		Executive Manager: Investigations & Enforcement

Outcome	Indicator Number	Improved Compliance with the B-BBEE Act
Indicator Title	9	National Status Report on B-BBEE Transformation Produced
Definition		The implementation of the B-BBEE Act can be measured by examining the participation of black people on B-BBEE initiatives as per the B-BBEE scorecard (ownership, management control, skills development, enterprise and supplier development and socio-economic development, including sector codes of good practice)
Purpose/importance		Measure the status of implementation of the B-BBEE Act as well as highlight the trends to influence policy development
Source/ collection of data		Section 13G reports submitted by measured entities (JSE listed entities, organs of state, public entities and

		SETAS) and B-BBEE Certificate Portal
Method of calculation		Simple Count
Data limitations		Section 13G reports submitted by measured entities (JSE listed entities, organs of state, public entities and SETAS).
Type of indicator		Impact
Calculation type		Non-cumulative
Reporting cycle		Annual
Baseline Indicator		1 National Status report
Desired performance		100% submission of compliance reports by measured entities and 100% of B-BBEE certificates loaded on the B-BBEE Certificate Portal
Indicator Responsibility		Economic Planner

Outcome	Indicator Number	Improved Compliance with the B-BBEE Act
Indicator Title	10	Number of Multi-media Products on communication campaign produced
Definition		Multi-media Products Produced on Communication Campaign on B-BBEE in order to influence narrative and counter misinformation and disinformation about the policy
Purpose/importance		Increase public confidence in B-BBEE Policy
Source/ collection of data		Published Media Items
Method of calculation		Simple count
Data limitations		Inadequate media monitoring systems
Type of indicator		Activities
Calculation type		Non-cumulative
Reporting cycle		Quarterly
Baseline Indicator		10 Media Products
Desired performance		48 Media Products
Indicator Responsibility		Senior Manager: Stakeholder Relations and Communications

Outcome	Indicator Number	State Capacity to improve transformation
Indicator Title	11	Number of MSMEs training programme conducted on corporate governance and B-BBEE
Definition		Equipping business owners and aspiring directors with the knowledge on governance principles, roles and responsibilities of directors and ethical leadership.
Purpose/importance		To build capacity of black owned business, particularly SMMEs through targeted training on corporate

		governance and raise awareness on B-BBEE compliance
Source/ collection of data		Databases from provincial Departments of Economic Development
Method of calculation		Simple count
Data limitations		Availability of SMMEs and willingness to enroll for training
Assumptions		Availability of budget
Type of indicator		Outputs
Calculation type		Cumulative
Reporting cycle		Annually
Baseline Indicator		100
Desired performance		200
Indicator Responsibility		Chief Operations Officer