



# Annual Performance Plan

2024/25

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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
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
SCA	Supreme Court of Appeal
<b>the dtic</b>	The Department of Trade, Industry and Competition

## Official Sign-off

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

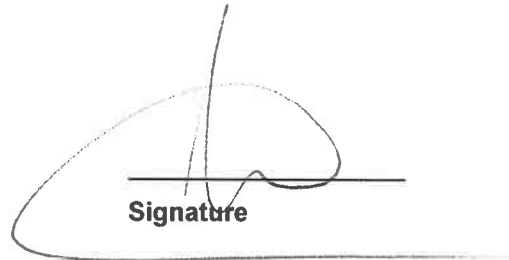
Was developed by the B-BBEE Commission officials under the guidance of **the dtic**. The plan considers all the relevant policies, legislation and other mandates for which the B-BBEE Commission has authority, and accurately reflects the Strategic Outcome Oriented Goals and objectives which the B-BBEE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

**Ms. Rachel Malatji**  
**Executive Manager Compliance**



**Signature**

**Dr. Nontokozo Nokhwali-Mboyi**  
**Chief Operations Officer**



**Signature**

**Ms. Moipone Amanda Kgaboesele**  
**Executive Manager Investigations & Enforcement**



**Signature**

**Recommended for approval by:**



**Mr. Tshediso Matona**

**Commissioner**

28/10/2024

**Approved by the Executive Authority**



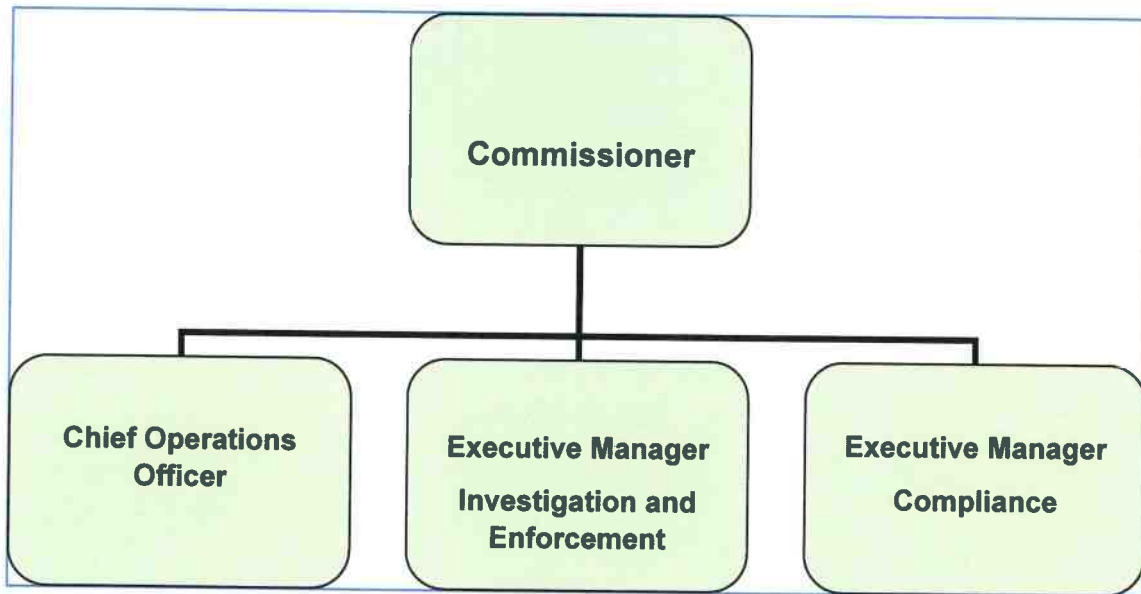
**Mr. Parks Tau, MP**

**Minister of Trade, Industry and Competition**

30 October 2024

/ 2024

## High level Interim Organizational Structure



## Accounting Authority Statement

The B-BBEE Commission has been in operation since 2016, as an entity of the Department of Trade, Industry and Competition (**the dtic**) mandated by the B-BBEE Act (as amended) of 2013 to promote compliance with the Act by private and public entities, investigate complaints, register major B-BBEE transactions, and provide advice, education and advocacy to advance B-BBEE.

This Annual Performance Plan of the Commission for 2024/25–2028/29 is conceived having regard to the overarching outcomes pursued by **the dtic**, namely promoting **Industrialisation** and **Transformation** of the economy, and strengthening the **Capacity of the State**. The Commission will align with relevant targets and outputs of **the dtic** for the period, in particular those related to Transformation.

The year 2023 marked 20 years of the first B-BBEE Act of 2003. Since the advent of the legislation, significant advances have been made towards transformation and meaningful economic participation by black people, through ownership and management of enterprises, new black-owned enterprises and their access to markets and procurement opportunities, as advocated in the Act and the country's Constitution. Still, it is obvious that the pace and extent of transformation has much further to go. From StatsSA's census 2024, blacks account for over 90% of the population, yet from compliance reports submitted to the B-BBEE Commission they own not much more than 30% of the economy. Other recent estimates put black shareholding in top 50 Johannesburg Stock Exchange-listed companies at around 1.2%. South Africa's continuing challenges of extreme inequality, unemployment, poverty, and other social ills, are in some ways manifestations of the inadequate extent of economic transformation, which remains a matter of top public interest concern and needs continued confronting and broadening consensus on, as we cast our eyes to the way forward of B-BBEE policy and legislation.

For its part the B-BBEE Commission will continue to discharge the functions the Act assigned to it, without fear or favour, and the resources availed to the Commission permitting, notwithstanding the challenges.

In the Quarter 4 of 2023/24 reporting period, as required by the Act to register and assess ownership deals of R25 million and above, the Commission's received 40 transactions and registered 33, bringing the total of B-BBEE transactions received to 673 since inception of the Commission, of which 493 were registered, with total value of R637.3 billion.

72 B-BBEE-related complaints were handled during the same period, bringing the total to 1298 since the Commission started investigating complaints.

The Commission's work attracts much interest from diverse stakeholders. The Commission strives to be responsive and available to stakeholders, and in the preceding reporting period, 12 stakeholder meetings were held, involving among others Ports Regulator of South Africa, Financial Services Conduct Authority, Sanlam, Nedbank, ABSA, Vodacom, Black Business Council, Black Management Forum, amongst others, while the Commissioner was a keynote speaker at several events, such as at Sanlam Gauge, Nedbank Empowerment Conference, Kagiso Trust seminar, and was featured in several news media and platforms.

## Executive Authority Statement

This Annual Performance Plan (APP) of the Broad-Based Black Economic Empowerment Commission (B-BBEE Commission) has been prepared by the management of the Commission for consideration by the Executive Authority and tabling in Parliament. The APPs and Corporate Plans of public entities identify the outputs, output indicators and targets that an entity aims to achieve in the new financial year. The Executive Authority is responsible to ensure the APP and Corporate Plan is aligned with the Strategic Plan, the entity's mandate and government's priorities, and to provide direction on the development and implementation of strategic priorities and policies.

This APP is expected to take forward **the dtic's** work, through greater integration of efforts within the department and our entities, guided by shared, crosscutting outcomes. In this regard, the work of **the dtic** and the entities will be evaluated in relation to three over-arching Outcomes namely **Industrialisation; Transformation; and Capable State**. Further, the scope of the outputs encompasses the identified **dtic's** priorities, which include among others, the work of sector masterplans, initiatives to boost levels of investment and localisation in the economy, expanding trade within the continent, enabling better local economic development, supporting the growth of new industries and building a capable state.

The B-BBEE Commission has been requested to align its APP to **the dtic's** outputs, which are linked to the entity's core business. In this way, the combined efforts will begin to be aligned to the national priorities in a more explicit manner. However, implementation of this plan must consider the challenging government fiscal environment, by reducing unnecessary spending, but not compromising serving core objectives of the entity.

This APP is therefore not about many new objectives but rather on a new way of implementation, with the focus on integration, to enhance the development impact of the work.

I wish to thank the management for the work done and wish them well in executing the APP and aligning their work to government's overall programmes and priorities.

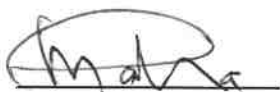
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**Mr. Parks Tau, MP**  
**Minister of Trade, Industry and Competition**  
\_\_\_ / \_\_\_ / 2024

The Commission will continue to strengthen its public presence and voice for advocacy, awareness-raising and to inform debates on B-BBEE, collaborating with **the dtic** and other departments and partners.

In this regard, in the period ahead the Commission intends advancing thematic approaches to promoting implementation of the B-BBEE Act, by periodically focusing on aspects of topical of interest, such as Enterprise and Supplier Development, or the use of trusts as B-BBEE ownership vehicles, as well as supporting **the dtic** activities around Black Industrialists and Employee Share Ownership Schemes.

Once again, I thank the Minister for trusting us with such an important responsibility on behalf of the government and the country, and I thank the executives and staff of the B-BBEE Commission for ensuring we do not disappoint, and for being committed and diligent in your service to the country.



**Mr. Tshediso Matona**

**Commissioner**

28/10/2024



# PART A: Strategic View

## 1. Update to Relevant Legislative and Policy Mandate

Established in terms of the B-BBEE Act (2013), the Commission is tasked with ensuring compliance with the Act.

**Specifically, the B-BBEE Act stipulates the following functions for the Commission:**

- Providing advocacy, education and awareness services 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);
- Assessing registered Major B-BBEE Transactions which are within the threshold of R25 million and above and maintaining of register a thereof;
- Analysing 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
- Researching and reporting on relevant topics related to B-BBEE to support policy development and practice.

The Commission also supports the Minister of Trade, Industry and Competition and **the dtic** on matters pertaining to B-BBEE.

### Key legislative changes

It is ten years since the current B-BBEE Act 46 of 2013 was passed by the National Assembly and signed into law by the President on 27 January 2014, thereby providing the legal mandate of the B-BBEE Commission. **the dtic** has commenced a process to review the Act to update its provisions and address gaps, based on the last decade's experience and the Commission is part of the task team established for this purpose.

## 2. Update to Institutional Policies and Strategies

The objectives the Commission are as follows:

- Improved regulatory environment, which promotes economic growth;
- Overall integration of government policies with B-BBEE Act; and
- Promotion of fair opportunities for all citizens.

## 3. Update to Relevant Court Rulings

The Commission considers the rulings and decisions of the High Courts on a regular basis. The likely impact of these decisions is considered when crafting our strategic plans. In this regard, below is a cited in summary a relevant recent court decision and ruling against the Minister of Tourism and Others v Afriforum NPC and Another [2023] ZACC 7:

- 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. Afriforum and Solidarity opposed the application on the basis, among others, that the matter is moot and, in any event, there are no reasonable prospects of success. The Minister submitted that the Constitutional Court had jurisdiction because part of the dispute is whether she was obliged to include the B-BBEE level status among the criteria to be used to select SMMEs to benefit from the Fund. Since the decision that is challenged is a decision, which the Minister says she took to advance transformation in the tourism industry, it is a decision that raises constitutional issues. On 8 February 2023, the Constitutional Court dismissed the leave to appeal application and concluded that, the matter was moot and there were no sound reasons for it to, nevertheless, entertain the matter, particularly given the fact that its workload had increased significantly since the 17th Constitutional Amendment. It held that it would rather deal with the issues of the powers of the Minister to include the B-BBEE selection criteria in the next new matter that will raise such issue.

## 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. Preamble

During the 7<sup>th</sup> Administration, the Commission's APPs will be aligned with the Statement of Intent of the Government of National Unity (GNU), in particular *“rapid, inclusive and sustainable economic growth; promotion of fixed capital investment and industrialization; job creation; transformation; livelihood support; land reform; infrastructure development; structural reforms; and transformational change.”*

The Commission's APP directly supports **the dtic's** and GNU's Transformation priorities, as well as contributes to B-BBEE-related matters arising in **the dtic's** work on industrialisation and investment promotion, among others. The approach of the B-BBEE Commission is to contribute to **the dtic's** outputs and targets through the Commission's regulatory outputs, in terms of its functions pertaining to compliance with the Act; investigations and enforcement; advocacy, advice; and education and awareness; as specified out in the Act, working with **the dtic**, government, the private sector and society, to advance the objective of the B-BBEE Act, amongst others, are -

- a) *promoting economic transformation in order to enable meaningful participation of Black people in the mainstream economy;*
- b) *achieving substantial change in the racial composition of ownership and management structures in the skilled occupations of existing and new enterprises;*
- c) *increasing the extent to which communities, workers, cooperatives and other collective enterprises own and manage existing and new enterprises, and increasing their access to economic activities, infrastructure and skills training; and*
- d) *increasing the extent to which black women own and manage existing and new enterprises, and increasing their access to economic activities, infrastructure and skills training.*

The effective discharge of the Commission's functions support implementation of B-BBEE and transformation in the country, with specific focus on matters related to ownership, management control; enterprise and supplier development, skills development, and socio-economic development to achieve the

priorities and targets of **the dtic** and GNU for Economic Growth, Jobs Creation, Investment; SMMEs Support; Transformation, Red-tape Reduction, and others.

The achievement of the above objectives will require the coordination of the public and private sector to address market concentration and promote entry into value-chain of various industries. Furthermore, the B-BBEE Act in terms of section 10(1) requires that every organ of state and public entity must apply the relevant Code of Good Practice ("the Codes") in -

- a) *Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law;*
- b) *Developing and implementing a preferential procurement policy;*
- c) *Determining qualification criteria for the sale of state-owned enterprises;*
- d) *Developing criteria for entering into partnerships with the private sector; and*
- e) *Determining criteria for the awarding of incentives, grants and investment schemes in support of B-BBEE.*

In addition, the Commission will do the following:

- ✓ Improve compliance by organs of state, public entities and JSE listed entities with section 13G reporting through-
- Guide organs of state and public entities to develop B-BBEE plans to give effect to the specialised scorecard and section 10(1) & (2) of the B-BBEE Act;
- Engage the Department of Planning, Monitoring and Evaluation and National Treasury to ensure that B-BBEE plans are incorporated in the Strategy, APP and Annual Reporting template respectively;
- Engage the JSE to increase the level of B-BBEE reporting by all listed entities; and
- Strengthen working relations with the Auditor-General on the performance audit of B-BBEE compliance and submission of reports as per section 13G(1);
- ✓ Make inputs into the process to review the B-BBEE Act to include administrative penalties/sanctions for non-compliance with the B-BBEE Act;
- ✓ Provide inputs into the Public Procurement Act New Regulations to safeguard B-BBEE as guided by section 10(1)(b) of the B-BBEE Act;
- ✓ Consider initiating proactive investigations into untransformed sectors such as fisheries and mining (subject to provision of resources from the dtic); and
- ✓ Escalate non-compliance of organs of state and public entities to Parliament.

To fully execute its mandate requires the strengthening the B-BBEE Commission through proper establishment, financial and human resources as well as amendments to the B-BBEE Act to safeguard improved B-BBEE compliance, enforcement, implementation and reporting to achieve the economic priorities and targets of **the dtic** and GNU.

## 6. Institutional Programme Performance Information

### 6.1 Programme 1 - Compliance

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

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

Outcome	Outputs	Indicator	Audited / Actual Performance				Annual Targets			
			2019/20	2020/21	2021/22	Estimated Performance	2022/23	2023/24	2024/25	MTEF Period
Improved Compliance to drive compliance	Guide implementation of the B-BBEE 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	5 days	5 days	5 days	5 days	5 days	5 days	5 days	5 days
	Inputs provided to the dtic for expedited amendments to the B-BBEE Act (includes red tape reduction, administrative penalties/sanctions amongst others)	Submission of proposed inputs to the dtic for expedited amendments to the B-BBEE Act	None	None	None	None	None	None	Final proposals submitted to the dtic	None
Promote effective implementation of the B-BBEE Act			Compliance reports assessed within 90 days	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days
	Promote effective implementation of the B-BBEE Act	Number of reports assessed for compliance to B-BBEE and feedback provided to	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days	Compliance reports assessed within 90 days

Annual Targets

Outcome	Outputs	Output Indicator	Audited / Actual Performance				Estimated Performance		MTEF Period		
			2019/20	2020/21	2021/22		2022/23	2023/24	2024/25	2025/26	2026/27
		reporting entities within 90 days									

Outcome	Outputs	Output Indicator	Annual Targets					MTEF Period			
			Audited / Actual Performance		Estimated Performance			2023/24	2024/25	2025/26	2026/27
			2019/20	2020/21	2021/22	2022/23					
Improve B-BE Awareness	Advocacy and Education on B-BBEE	Value directed by reporting entities for Supplier Development, Enterprise Development, Socio-Economic Development and Skills Development elements	None	None	None	None		Value reported for Supplier Development, Enterprise Development, Socio-Economic Development and Skills Development elements	Value reported for Supplier Development, Enterprise Development, Socio-Economic Development and Skills Development elements	Value reported for Supplier Development, Enterprise Development, Socio-Economic Development and Skills Development elements	Value reported for Supplier Development, Enterprise Development, Socio-Economic Development and Skills Development elements
		Number of laws/policies assessed for alignment with s10 of the B-BBEE Act (e.g. procurement, incentives, licenses, permits, PPPs and sale of state assets etc.)	None	None	None	None		None	2 Annually	8 annually	8 annually
		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

Outcome	Outputs	Output Indicator	Audited / Actual Performance			Annual Targets				
			Performance			Estimated Performance	MTEF Period			
			2019/20	2020/21	2021/22		2022/23	2023/24	2024/25	2025/26
Measurable empowerment benefits in major transactions (i.e. of > R25m in value)	Analysis of Major B-BBEE transactions which contain the value and the number of transactions registered (i.e. of > R25m in value)	Number of community outreach programmes of the dtic group supported on request	None	None	None	None	1	1	1	1
			10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days
			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	Registered transactions assessed within 90 days remedial instruction issued	Registered transactions assessed within 90 days remedial instruction issued	Registered transactions assessed within 90 days remedial instruction issued
		Value of B-BBEE Transactions registered	None	None	None	None	None	Value of registered transactions	Value of registered transactions	Value of registered transactions



### 6.1.2 Indicators, Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2024/25	Quarterly Milestones			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Number of days taken to provide advice to clients	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
Average of number of days taken to issue clarifications to clients	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
Submission of proposed inputs to the dtic for expedited amendments to the B-BBEE Act	Final proposals submitted to the dtic	Nil	Nil	Nil	Final proposed inputs submitted to the dtic
Number of laws/policies assessed for alignment with s10 of the B-BBEE Act (e.g. procurement, incentives, licenses, permits, PPPs and sale of state assets etc.)	2 law / policy assessed and report produced	Nil	Nil	Nil	2 policy assessed and report produced
Number of guidelines/ Brochures translated	Guidelines / Brochures Translated into 2 languages annually	Nil	Nil	Nil	guidelines / brochures translated into 2 languages
Number of education and awareness programme conducted	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
Number of community outreach programmes of the dtic group supported, when requested	1 community outreach programmes supported, if any	Nil	Nil	Nil	1 community outreach programmes supported, if any
Average number of days taken to register transactions	Register transactions and issue registration certificates within 10 days of registration of major B-BBEE transactions	10 days	10 days	10 days	10 days

Performance Indicator/ Measure		Annual Target 2024/25				Quarterly Milestones			
		1 <sup>st</sup>		2 <sup>nd</sup>		3 <sup>rd</sup>		4 <sup>th</sup>	
Assessed registered transactions within 90 days and issue remedial instruction		90 days taken to assess B-BBEE transactions and issue remedial instruction		Assess transactions and issue remedial instruction within 90 days upon receipt		Assess transactions and issue remedial instruction within 90 days upon receipt		Assess B-BBEE transactions and issue remedial instruction within 90 days upon receipt	
Value of B-BBEE Transactions registered		Value of registered transactions		Nil		Nil		Value of registered transactions	
Number of reports assessed for compliance to B-BBEE and feedback provided to reporting entities within 90 days		Compliance reports assessed within 90 days		Compliance reports assessed within 90 days		Compliance reports assessed within 90 days		Compliance reports assessed within 90 days	
		Value directed by reporting entities for Supplier Development, Enterprise Development, Socio-Economic Development and Skills Development elements		Value reported for Supplier Development, Enterprise Development, Socio-Economic Development and Skills Development elements		Value reported for Supplier Development, Enterprise Development, Socio-Economic Development and Skills Development elements		Value reported for Supplier Development, Enterprise Development, Socio-Economic Development and Skills Development elements	

## 6.2 Programme 2: Investigations and Enforcement

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

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

Outcome	Outputs	Output Indicator	Audited / Actual Performance		Annual Targets					
						Estimated Performance	MTEF Period			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Improved Compliance to drive compliance	Effective investigation of complaints and resolution of B-BBEE related disputes	Average percentage of reports produced on investigations conducted within 12 months	On average 80% investigation findings produced on investigations conducted within12 months upon receipt of complaint.	On average 80% investigation findings produced on investigations conducted within12 months upon receipt of complaint / initiation	On average 80% investigation findings produced on investigations conducted within12 months upon receipt of complaint / initiation	On average 80% investigation findings produced on investigations conducted within12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within12 months upon receipt of complaint / initiation
			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	80% of the identified cases for ADR finalised within 6 months, if any	80% of the identified cases for ADR finalised within 6 months, if any	80% of the identified cases for ADR finalised within 6 months, if any	80% of the identified cases for ADR finalised within 6 months, if any	80% of the identified cases for ADR finalised within 6 months, if any
		[r15 (11)]		[r15 (11)]	[r15 (11)]	[r15 (11)]	[r15 (11)]	[r15 (11)]	[r15 (11)]	[r15 (11)]

Outcome	Outputs	Output Indicator	Annual Targets							
			Audited / Actual Performance			Estimated Performance	MTEF Period			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	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.

## 6.2.2 Indicators, Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2024/25				Quarterly Milestones			
	1 <sup>st</sup>				2 <sup>nd</sup>			
Average percentage of reports produced on investigations conducted within 12 months	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			
	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)]			
Average percentage of identified cases analysed & investigated for possible ADR process if any. [r15 (11)]	100% of identified cases referred on average 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)]			
Percentage of cases referred to other Regulatory entities on average within 30 days.	100% of identified cases referred on average within 30 days, if any. [s13J (6)]				100% of identified cases referred on average within 30 days, if any. [s13J (6)]			

## 6.3 Programme 3: Research, analysis and reporting

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

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

Outcome	Outputs	Output Indicator	Audited / Actual Performance			Annual Targets				
			2019/20	2020/21	2021/22	Estimated Performance	MTEF Period			
Improved Compliance	Report on B-BBEE National Status and Transformation Trends	Number of 'National Status' Annual Report produced	2019/20	2020/21	2021/22	2022/23	2023/24	2024/24	2025/26	2026/27
			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	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	

### 6.3.2 Indicators, Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2024/25				Quarterly Milestones			
	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Number of 'National Status' Annual Report produced	Nil	Nil	National Status and Trends on B-BBEE Report produced.	Nil	Nil	Nil	National Status and Trends on B-BBEE Report produced.	Nil
Number of Major B-BBEE Transaction Report produced	Nil	Nil	Analysis of Major B-BBEE Transaction Report produced	Nil	Nil	Nil	Analysis of Major B-BBEE Transaction Report produced	Nil

## 6.4 Programme 4: Relationship Building/Stakeholder Relations

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

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

Outcome	Outputs	Output Indicator	Audited / Actual Performance				Annual Targets				MTEF Period	
			2019/20	2020/21	2021/22	Estimated Performance	2022/23	2023/24	2024/25	2025/26	2026/27	
Improved Compliance to drive compliance	Build mutual relationships with selected partners.	Monitor, maintain and evaluate relationships and produce stakeholder report	Monitor relationships and implement agreements.	Monitor relationships and implement agreements.	Maintain relationships.	Annual Stakeholder Report	Annual Stakeholder Report	Annual Stakeholder Report	Annual Stakeholder Report	Annual Stakeholder Report	Annual Stakeholder Report	
Improved public awareness about BBBEE	Increased multimedia communication	Media Monitoring report	Nil	Nil	Nil	Media Monitoring report produced annually	Media Monitoring report produced annually	Media Monitoring report produced annually	Media Monitoring report produced quarterly	Conduct Impact Assessment and produce report	Conduct Impact Assessment and produce report	

### 6.4.2 Indicators, Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2024/25	Quarterly Milestones			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
Relations Monitored, maintained and evaluated	Annual Stakeholder Report produced	Quarterly Stakeholder Report produced	Quarterly Stakeholder Report produced	Quarterly Stakeholder Report produced	Annual Stakeholder Report produced
Media Monitoring report	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



## 6.5 Programme 5: Administration

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

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

Outcome	Outputs	Output Indicator	Audited / Actual Performance			Annual Targets					
			2019/20	2020/21	2021/22	Estimated Performance	MTEF Period				
Effective and Efficient Organisation	Develop and Implement ICT strategy and infrastructure	Develop Integrated database (data warehouse) for the B-BBEE Commission.	Develop integrated data base (data warehouse)	Implement and monitor integrated data-base (data warehouse)	Monitor implementation of integrated data-base and ICT plan and review ICT 5-year plan	Implement Integrated data base	2022/23	2023/24	2024/25	2025/26	2026/27
	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, 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)	Implement and maintain 3 Systems and Enhanced Integration (One stop portal, Events Management System, and B-BBEE certificate & reports portal)	Implement Integrated data base	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)	Enhance 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
<b>Red Tape Reduction processes</b>	Support the dtic red tape and state capability targets	Number of days taken to process supplier invoices in support of the dtic red tape reduction targets and improved turnaround times	Nil	Nil	Nil	5 days taken from date of receipt to process supplier invoice and submit to the dtic OCFO helpdesk	5 days taken from date of receipt to process supplier invoice and submit to the dtic OCFO helpdesk
<b>State capacity to promote transformation</b>	100 SMMES Supported through training	Number of SMMES trained on Corporate Governance and B-BBEE	Nil	Nil	Nil	100 SMMES Trained on Corporate Governance and B-BBEE	100 SMMES Trained on Corporate Governance and B-BBEE
	Creation of talent pool to contribute towards Work Experience	Number Graduates on internship and learnership programme	Nil	Nil	Nil	1	1



#### 6.4.2 Indicators, Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2024/25	Quarterly Milestones			
		1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Develop Integrated database (data warehouse) for of the B-BBEE Commission.</b>	Monitor integrated data-base (data warehouse)	Monitor integrated data-base (data warehouse) and produce a report	Monitor integrated data-base (data warehouse) and produce a report	Monitor integrated data-base (data warehouse) and produce a report	Monitor integrated data-base (data warehouse) and produce a report
<b>Number of systems developed, implemented and maintained</b>	3 systems monitored and maintained (One stop portal, Events Management System, B-BBEE certificate & reports portal)	Monitor B-BBEE certificate & reports portal and One stop portal and produce a report	Monitor B-BBEE certificate & reports portal and One stop portal and produce a report	Monitor B-BBEE certificate & reports portal and One stop portal and produce a report	Monitor B-BBEE certificate & reports portal and One stop portal and produce a report
<b>Number of days taken to process supplier invoice in support of the dtic red tape reduction targets and improved turnaround times.</b>	5 days taken to process supplier invoice if any	5 days taken from date of receipt to process supplier invoice and submit to the dtic OCFO helpdesk if any	5 days taken from date of receipt to process supplier invoice and submit to the dtic OCFO helpdesk, if any	5 days taken from date of receipt to process supplier invoice and submit to the dtic OCFO helpdesk, if any	5 days taken from date of receipt to process supplier invoice and submit to the dtic OCFO helpdesk, if any
<b>Number of SMMEs trained on Corporate Governance</b>	100 SMMEs Trained on Corporate Governance and B-BBEE	Nil	Nil	Nil	100 SMMEs Trained on Corporate Governance and B-BBEE
<b>Number of Graduates on internship and learnership programme</b>	1 Graduates on internship and learnership programme	Nil	1 Graduates on internship and learnership programme	Nil	Nil

## 7. 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 and its 45 outputs targets for 2024/2025, 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 linkage between the choice of the outcome indicators and the National Development goals.

Outcomes	National Development Goals
1. Safeguarding the outcomes of an inclusive economy.	Supports NDP Outcome 4 – decent employment through inclusive growth.  Support <b>the dtic</b> transformation outcome broad-based economic empowerment through targeted interventions to achieve more inclusive growth.
2. Implementing corrective enforcement to achieve compliance.	Supports <b>the dtic</b> transformation outcome, good governance and a fair regulatory environment.
3. Researching, analyzing and reporting on the state of transformation.	Provides trend and other in-depth analysis to measure transformation in South Africa.
4. Collaborating with relevant stakeholders to advance transformation.	Build relationships with key stakeholders to promote to B-BBEE and transformation.  Supports NDP Outcome 12 – An efficient, effective and development-oriented public service.
5. Developing capability and capacity of the Commission to deliver on its mandate.	Supports NDP Outcome 12 – An efficient, effective and development-oriented public service.  Promote a professional, ethical, dynamic competitive and customer-focused working environment that ensures effective and efficient service delivery.

## 8. Programme Resource Consideration

### 8.1 Human Resource Considerations

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

<i>Division/Office</i>	<i>Current Headcount</i>
<i>Office of the Commissioner</i>	3
<i>Compliance</i>	8
<i>Investigations</i>	5
<i>Stakeholder Relations</i>	1 (Additional to the structure)
<i>Administration (Operations, Strategy, Risk and Audit)</i>	8
<i>Contract Employees</i>	3
<i>Reassignment</i>	3
<i>Total</i>	<b>31</b>

### 8.2 Financial Plan

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

<b>Economic Classification</b>	<b>2024/25 R'000</b>	<b>2025/26 R'000</b>	<b>2026/27 R'000</b>
<b>Compensation of Employees</b>	35 000	36 000	37 000
<b>Goods and Services</b>	8 000	8 000	8 200
<b>Payment for capital assets</b>	500	0	0
<b>Total expenditure</b>	<b>43 500</b>	<b>44 000</b>	<b>45 200</b>

**NB:** The above financial plan is based on the interim structure of the B-BBEE Commission as provided by the dtic and still operates as a unit of the dtic.

## 9. 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.

Outcome	Key Risk	Risk Mitigation
1. <b>Developing capability of the Commission to deliver on its mandate</b>	Institutional model of B-BBEE Commission	Re-engage with <b>the dtic</b> to resolve institutional model of B-BBEE Commission.
2. <b>Developing capability of the Commission to deliver on its mandate</b>	Inadequate human and financial resources for Commission to function effectively.	<ul style="list-style-type: none"> <li>Continue engaging <b>the dtic</b> for additional human and financial resources.</li> </ul>
3. <b>Developing capability and capacity of the Commission to deliver on its mandate</b>	Functionality of infrastructure to support the B-BBEE Commission	<ul style="list-style-type: none"> <li>Monitor the implementation of the ICT strategy plan.</li> <li>Continued engagement with <b>the dtic</b> OCIO.</li> </ul>
4. <b>Safeguarding the outcomes of an inclusive economy</b>	Misalignment of approaches to transformation/ B_BBEE in government	<ul style="list-style-type: none"> <li>Continuous engagements with role played by other departments in advancing B-BBEE.</li> <li>Practice guides on B-BBEE and MOU's.</li> </ul>
5. <b>Implementing corrective enforcement to achieve compliance</b>	Non-compliance entities with corrective action and recommendations of the Commission.	<ul style="list-style-type: none"> <li>Publication of investigation findings.</li> <li>Engagement with <b>the dtic</b> on the possible amendments of legislation to strengthen enforcement.</li> </ul>
6. <b>Implementing corrective enforcement to achieve compliance</b>	Litigation against B-BBEE Commission	<ul style="list-style-type: none"> <li>Continue engaging <b>the dtic</b> for enhancing capacity for high quality of investigations and strong defence of B-BBEE Commission decisions.</li> </ul>

## 10. Public Entity

Not applicable

## 11. Infrastructure Projects

None at the current time

## 12. Public Private Partnerships

None at the current time

## Part E: Technical Indicator Description (TID)

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

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

Outcome	Improved Compliance
Indicator title	1.1 Number of translated education materials produced by the B-BBEE Commission with Fog Index of 8 or less
Short definition	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.
Purpose/importance	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.
Source/ collection of data	Education materials may be outsourced or produced internally by B-BBEE Commission staff.
Method of calculation	Utilise the Fog Index methodology to ensure the materials are understandable. The outside limit is a level of 8.
Data limitations	None
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
Baseline Indicator	Two annually
Desired performance	A lower Fog Index is desirable
Indicator Responsibility	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	1.6 Register of major B-BBEE Transactions
Short definition	The B-BBEE Commission is charged with registering all major B-BBEE transactions (above threshold) which should be published electronically
Purpose/importance	The purpose is to ensure transparency of all major B-BBEE transactions (above threshold)
Source/ collection of data	All major 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 the 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

Outcome	Improved Compliance
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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, and 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

**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
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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	Executive Manager: Compliance

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	Executive Manager: Compliance

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	Executive Manager: Compliance

**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 a 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	Chief Operations Officer

***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
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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