



# **Annual Performance Plan**

**2024/25**

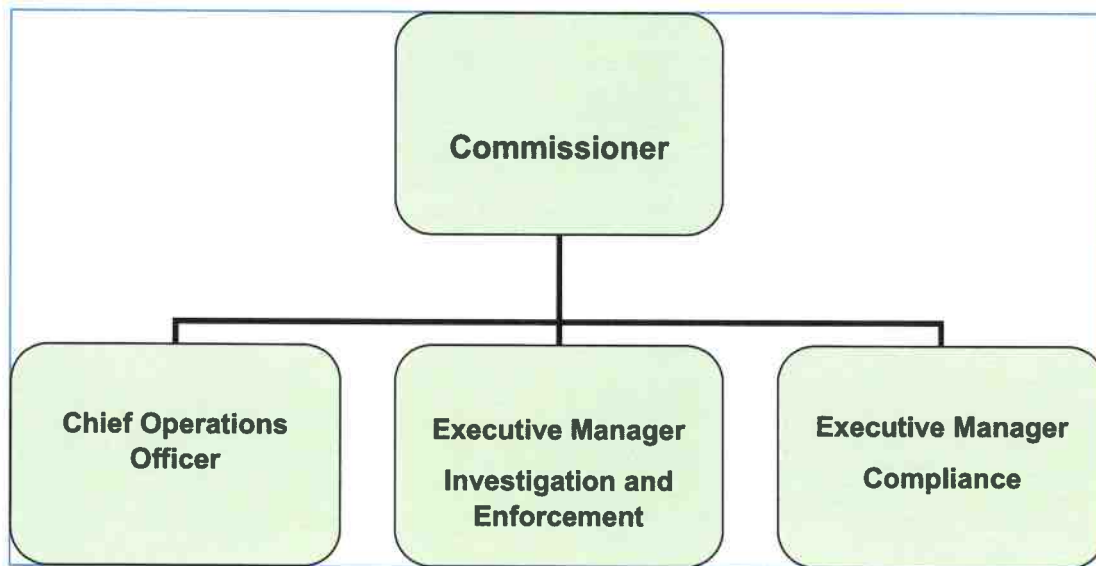
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## Abbreviations

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

## High level Interim Organizational Structure



## 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.



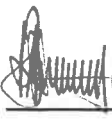
**Mr. Ebrahim Patel**  
**Minister of Trade, Industry and Competition**  
**Date: 28 March 2024**

## Official Sign-off

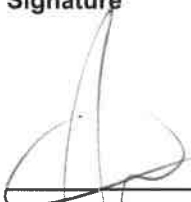
It is hereby certified that this Annual Performance Plan:

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:

  
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**Mr. Tshediso Matona**  
Commissioner  
05 / 02 / 2024

Approved by the Executive Authority

  
\_\_\_\_\_

**Mr. Ebrahim Patel**  
Minister of Trade, Industry and Competition  
28 / 3 / 2024

## Annex

Output targets within the dtic-group of public entities.

## 2024/25 APP Functional focus of outputs

### Section: 12.1 Functional focus of outputs

Additional outputs (programmatic, enabling or responsive to immediate needs) have been included in the APP. The following tables indicate the functional focus of these outputs. Output numbering refers to the classification in the consolidated table, found in the APP. Pillar numbering refers to the section in dealing with the aims of industrial policy. Outcome numbers refer to: Industrialisation (1), Transformation (2) and Capable State (3) though it should be seen as indicative, as one Output intended to cover a single Outcome can and does have positive spillover-effects on the other Outcomes.

Number	Output	Pillar	Outcome
Output 1	<b>R350 billion</b> in investment pledges secured across the state	4	1
Output 23	<b>100</b> Investor facilitation and unblocking interventions provided	4	1
Output 17	<b>1</b> new SEZs application considered for designation	4	1,2

#### 12.1.2 Industrial production

Number	Output	Pillar	Outcome
Output 2	<b>R60 Billion</b> in additional local output committed or achieved	2	1
Output 11	<b>R 200 Billion</b> in black industrialist output achieved	1	1,2

#### 12.1.3 Exports

Number	Output	Pillar	Outcome
Output 3	<b>R900 Billion</b> in manufacturing exports	3	1
Output 4	<b>R400 Billion</b> in manufacturing exports to other African countries	3	1,2
Output 5	<b>R9 Billion</b> in exports of Global Business Services (GBS)	3	1
Output 27	<b>20</b> Successful Export Interventions to support the implementation of the AfCFTA	3	1
Output 28	<b>10</b> High impact trade interventions completed	3	1,3
Output 41	<b>5</b> Finalisation of legal instruments under the AfCFTA (Tariff offers, Schedule of Commitments, Rules of Origin, Protocols and Annexes to protocols)	3	3

#### 12.1.4 Industrial support

Number	Output	Pillar	Outcome
Output 6	<b>R32 Billion</b> in support programmes administered by or in partnership with the dtic-group	1	1,2,3
Output 7	<b>R15 Billion</b> support programmes to enterprises in areas outside the 5* main metros	1	1,2
Output 8	<b>R8 Billion</b> in financial support programmes and procurement contracts approved to SMMES, women and youth- empowered businesses	1	1
Output 9	<b>R 8 Billion</b> in financial support programmes to enterprises in labour absorbing sectors	1, 6	1
Output 43	<b>1</b> Operationalization of an Adjudication process for incentive applications	1	1, 3

#### 12.1.5 Transformation

Number	Output	Pillar	Outcome
Output 10	<b>R 900 Million</b> in Equity Equivalent Investment Programme agreements	1	1,2
Output 15	<b>20 000</b> additional workers with shares in their companies	1	1
Output 16	<b>10</b> High-impact outcomes on addressing market concentration through the implementation of market inquiry outcomes	1	1,2

#### 12.1.6 Jobs

Number	Output	Pillar	Outcome
Output 12	<b>1 Million</b> jobs supported or covered by <b>the dtic</b> group and/ or master plans	6	2
Output 13	<b>100 000</b> jobs to be created (50 000 social economy fund part-time or temporary job opportunities and 50 000 full-time jobs)	6	1,2
Output 14	<b>160 000</b> jobs in Black Industrialists firms retained	1, 6	1,2

#### 12.1.7 Energy

Number	Output	Pillar	Outcome
Output 18	<b>R 1 Billion</b> Support to enterprises including SMMEs to mitigate impact of load shedding by IDC and NEF	5	1,2
Output 19	<b>1500 Megawatts</b> of energy from projects facilitated	5	1,3
Output 20	<b>550 Megawatts</b> of energy available for the grid	5	1,3
Output 21	<b>3</b> Projects successfully managed through the Energy One-Stop Shop	5	3
Output 22	<b>2</b> Expedited regulatory amendments and flexibility, to promote energy efficiency	5	1,2,3

#### 12.1.8 Green economy targets

Number	Output	Pillar	Outcome
Output 29	<b>4</b> Interventions to respond to green trade barriers	5	1
Output 30	<b>1 EV</b> white paper implementation	5	1
Output 31	<b>1</b> Green hydrogen commercialisation framework implementation	5	1

#### 12.1.9 Stakeholder engagement and impacts

Number	Output	Pillar	Outcome
Output 25	<b>9</b> Business Forums hosted aimed at supporting increased FDI, exports and outward investment hosted	1	1,2,3
Output 32	<b>1000 Case studies</b> of firms, workers, entrepreneurs, professionals or communities' impacted by <b>the dtic</b> measures; including 12 local films/documentaries telling the SA story	1	1
Output 33	<b>Community outreach</b> programmes by <b>the dtic</b> group in <b>10</b> districts	1	1,2,3
Output 37	<b>2</b> Conferences, summits, and international forums hosted	1	1,2,3



Number	Output	Pillar	Outcome
Output 45	<b>10</b> Successful actions completed on price monitoring and excessive pricing or price gouging or price restraint	1	1,2,3

#### 12.1.10 Addressing crime

Number	Output	Pillar	Outcome
Output 24	Grey-listing: <b>2</b> Implementation of remedial actions by CIPC of the Financial Action Task Force (FATF) requirements to meet immediate outcome 5 (IO5) in South Africa's Action Plan	1	3
Output 42	<b>1</b> Metal trading system implemented	1,5	1,2,3

#### 12.1.11 Red tape and state capability targets

Number	Output	Pillar	Outcome
Output 39	<b>9</b> Impact evaluations of dtic programme or sub-programmes	All	3
Output 40	<b>5</b> High-impact measures to reduce red tape or improve turnaround times in administration of incentives and work of agencies		
Output 44	<b>6</b> Impact assessments or enhancements of trade instruments or measures	2,3	1,2,3

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

Number	Output	Pillar	Outcome
Output 26	<b>4</b> Pieces of priority legislation amended, tabled or submitted to Executive Authority, Cabinet or Parliament	All	1,2,3
Output 34	<b>8</b> Master Plans managed	All	1,2,3
Output 35	Oversight of IDC, NEF and ECIC to ensure that at least <b>96%</b> of planned KPIs are achieved	All	1,2,3
Output 36	<b>3</b> Projects to assist industrial innovation and support firms	All	1,2,3
Output 38	<b>50</b> Mergers and acquisitions where public interest conditions have been incorporated	All	1,2

## Accounting Authority Statement

The B-BBEE Commission has been in operation since 2016 as entity of the Department of Trade, Industry and Competition (**the dtic**) with a mandate stipulated in the B-BBEE Act (as amended) of 2013, wherein the B-BBEE Commission is tasked with promoting adherence with the Act by private and public entities, investigating complaints, providing advice, education and advocacy to advance the objectives of B-BBEE.

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

The year 2023 was the 20 years milestone of the first B-BBEE Act of 2003. Since then, significant advances have been made towards transformation and meaningful economic participation by black people through ownership and management of enterprises, the creation of new black enterprises and their access to markets and procurement opportunities, as advocated in the Act and the country's Constitution. It is obvious the pace and extent of transformation has much further to go, and to align with demographics in which blacks account for over 90% of the population and own not much more than 30% of the economy, as reflected in compliance reports submitted to the B-BBEE Commission, while some recent estimates put black shareholding in top 50 Johannesburg Stock Exchange-listed companies at around 1.2%. The state of transformation, which is connected with the challenges of extreme inequality in South Africa, and unemployment and poverty, remains a top public interest matter and top public discourse subject that the country has to continue confronting and broadening consensus and way forward around, as we project the future trajectory of B-BBEE.

Notwithstanding its challenging mandate, for its part the B-BBEE Commission will continue to discharge the functions the Act assigned to it, without fear or favour, and within the means provided to it.

In the preceding reporting period to date, the B-BBEE Commission's received 40 and registered 33 ownership transactions as required by the B-BBEE Act for deals of R25 million and above, bringing the total of received transactions since inception to 673 and 493 registered ownership transactions, with total value of R637. 315 billion.

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

The Commission's work attracts much interests from diverse stakeholders, to whom the Commission strives to be responsive and available. In the same preceding reporting period, 12 stakeholder meetings were held, involving among others Ports Regulator of South Africa, Financial Services Conduct Authority, Nedbank,

Sanlam, Kagiso Trust, Black Business Council, Black Management Forum (amongst others), while the Commissioner was a key speaker at several events at the Sanlam Gauge, Nedbank Empowerment Event, Kagiso Trust seminar and was featured in several news media and platforms. The Commission will continue to strengthen its public presence in order to undertake advocacy, awareness and to inform debates on B-BBEE, collaborating with the dtic and other departments and external partners.

In this regard, in the period ahead the Commission intends strengthening thematic approach to advancing implementation of the B-BBEE Act through focusing on aspects of topical of interest for a period, such as Enterprise and Supplier Development, or the use of trusts as B-BEE 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 to fulfil such 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**

**05 / 02 / 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

The approach of the B-BBEE Commission to contributing to **the dtic's** outputs and targets is based on the regulatory character of the Commission's outputs in terms of its functions pertaining compliance, investigations, enforcement, advocacy, advisory; and education and awareness, as specified in the Act, working with **the dtic**, the whole of government, the private sector and society, to further the objectives of the B-BBEE Act, key among which 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 and 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;
- (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 Commission's outputs more directly support **the dtic's** transformation outputs and targets, while also contributing to B-BBEE-related matters arising in **the dtic's** work on industrialisation and investment promotion, among others.

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

## 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	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
Improved 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 day	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
		Number of days taken to provide requested advice on B-BBEE-related matters in New Developed Masterplans	None	None	None	None	20 days	20 days	20 days	20 days
		Average number of days taken to provide requested advice on B-BBEE-related matters in expedited regulatory amendments and flexibility to promote energy efficiency	None	None	None	None	20 days	20 days	20 days	20 days

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	2026/27
Capable State	Educate Stakeholders on B-BBEE	Average number of days taken to provide requested advice on B-BBEE-related matters in Schemes for: Black Industrialists; SMMEs, Workers Empowerment (ESOPs); and women and youth-owned businesses support	None	None	None	None	20 days		20 days	20 days	20 days
			None	None	None	None	20 days		20 days	20 days	20 days
			2 annually	2 annually	2 annually	2 annually	2 annually		2 annually	2 annually	2 annually
			Nil	10 annually	10 annually	10 annually	10 annually		10 annually	10 annually	10 annually
Capable State	Educate Stakeholders on B-BBEE	Number of education and awareness sessions conducted	None	None	None	None	1		1	1	1
			None	None	None	None	1		1	1	1
			None	None	None	None	1		1	1	1
			None	None	None	None	1		1	1	1



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
		supported on request								
Measurable empowerment benefits in major transactions (i.e. of > R25m in value)	Assessment of B-BBEE major transactions (i.e. of > R25m in value)	number of days taken to register transactions and issue registration certificates	10 days	10 days	10 days	10 days	10 days	10 days	10 days	10 days
			90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction	90 days taken to assess transactions and issue remedial instruction
Measurable empowerment benefits of ESD, SD & SED investments	Assessment of compliance with ESD, SD & SED elements by reporting entities	Value invested for Supplier Development, Enterprise Development, Socio-Economic Development and Skills Development elements	90 days taken to assess compliance reports	90 days taken to assess compliance reports	90 days taken to assess compliance reports	90 days taken to assess compliance reports	90 days taken to assess compliance reports	90 days taken to assess compliance reports	90 days taken to assess compliance reports	90 days taken to assess compliance reports

supported on request

## 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>
<b>Number of days taken to provide advice to clients</b>	30 days taken to provide advice to clients upon receipt	Advice provided to clients within 30 days upon receipt	Advice provided to clients within 30 days upon receipt	Advice provided to clients within 30 days upon receipt	Advice provided to clients within 30 days upon receipt
<b>Average of number of days taken to issue clarifications to clients</b>	5 days taken to issue clarifications to clients upon receipt	Clarifications issued to clients within 5 days upon receipt	Clarifications issued to clients within 5 days upon receipt	Clarifications issued to clients within 5 days upon receipt	Clarifications issued to clients within 5 days upon receipt
<b>Number of days taken to provide requested advice on B-BBEE-related matters in new developed master plans</b>	20 days taken to provide requested advice on B-BBEE-related matters in new developed master plans	Requested advice on B-BBEE-related matters issued within 20 days on new developed master plans	Requested advice on B-BBEE-related matters issued within 20 days on new developed master plans	Requested advice on B-BBEE-related matters issued within 20 days on new developed master plans	Requested advice on B-BBEE-related matters issued within 20 days on new developed master plans
<b>Average number of days taken to provide requested advice on B-BBEE-related matters in expedited regulatory amendments and flexibility to promote energy efficiency</b>	20 days taken to provide requested advice on B-BBEE-related matters in expedited regulatory amendments and flexibility to promote energy efficiency, if any.	20 days taken to provide requested advice on B-BBEE-related matters in expedited regulatory amendments and flexibility to promote energy efficiency, if any.	20 days taken to provide requested advice on B-BBEE-related matters in expedited regulatory amendments and flexibility to promote energy efficiency, if any.	20 days taken to provide requested advice on B-BBEE-related matters in expedited regulatory amendments and flexibility to promote energy efficiency, if any.	20 days taken to provide requested advice on B-BBEE-related matter in expedited regulatory amendments and flexibility to promote energy efficiency, if any.
<b>Average number of days taken to provide requested advice on B-BBEE-related matters in Schemes for: Black Industrialists, SMMEs, Worker Empowerment (ESOPs), women and youth-owned businesses support</b>	20 days taken to provide requested advice on B-BBEE-related matter/s in Schemes for Black Industrialists, SMMEs, Worker Empowerment (ESOPs), women and youth-owned businesses support, if any.	20 days taken to provide requested advice on B-BBEE-related matter/s in Schemes for Black Industrialists, SMMEs, Worker Empowerment (ESOPs), women and youth-owned businesses support, if any.	20 days taken to provide requested advice on B-BBEE-related matter/s in Schemes for Black Industrialists, SMMEs, Worker Empowerment (ESOPs), women and youth-owned businesses support, if any.	20 days taken to provide requested advice on B-BBEE-related matter/s in Schemes for Black Industrialists, SMMEs, Worker Empowerment (ESOPs), women and youth-owned businesses support, if any.	20 days taken to provide requested advice on B-BBEE-related matter/s in Schemes for Black Industrialists, SMMEs, Worker Empowerment (ESOPs), women and youth-owned businesses support, if any.
<b>Average number of days taken to provide requested advice on B-BBEE-related matters in incentive adjudication processes</b>	20 days taken to provide requested advice on B-BBEE-related matters in incentive adjudication processes, if any.	20 days taken to provide requested advice on B-BBEE-related matters in incentive adjudication processes, if any.	20 days taken to provide requested advice on B-BBEE-related matters in incentive adjudication processes, if any.	20 days taken to provide requested advice on B-BBEE-related matters in incentive adjudication processes, if any.	20 days taken to provide requested advice on B-BBEE-related matters in incentive adjudication processes, if any.

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 guidelines/ Brochures translated	Guidelines / Brochures Translated into 2 languages annually	Nil	Nil	Nil	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	Nil	Nil	Nil	1 community outreach programmes supported, if any	
Number of conferences, summits and international forum supported when requested	1 conference or summit or international forum supported, if any	Nil	Nil	Nil	Nil	Nil	Nil	1 conference or summit or international forum 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	10 days	10 days	10 days	
Enhanced quality of empowerment Transaction	90 days taken to assess B-BBEE transactions and issue remedial instruction	Assess transactions and remedial instruction within 90 days upon receipt	B-BBEE and issue instruction within 90 days upon receipt	Assess transactions and remedial instruction within 90 days upon receipt	B-BBEE and issue instruction within 90 days upon receipt	Assess transactions and remedial instruction within 90 days upon receipt	B-BBEE and issue instruction within 90 days upon receipt	Assess B-BBEE transactions and issue remedial instruction within 90 days upon receipt	
Value invested for Supplier Development, Enterprise Development Socio-Economic Development and Skills Development elements	90 days taken to assess compliance reports and issue compliance certificate / rejection	Assess compliance reports and issue certificates of compliance / rejection within 90 days upon receipt	Assess compliance reports and issue certificates of compliance / rejection within 90 days upon receipt	Assess compliance reports and issue certificates of compliance / rejection within 90 days upon receipt	Assess compliance reports and issue certificates of compliance / rejection within 90 days upon receipt	Assess compliance reports and issue certificates of compliance / rejection within 90 days upon receipt	Assess compliance reports and issue certificates of compliance / rejection within 90 days upon receipt	Assess compliance reports and issue certificates of compliance / rejection within 90 days upon receipt	

## 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
Improved Compliance	Conduct both proactive and reactive investigations.	Average percentage of reports produced on investigations conducted within 12 months	On average 80% investigation findings produced on investigations conducted within12 months upon receipt of complaint / 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 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
	Encourage and guide resolution of disputes through ADR when necessary.	Average percentage of identified cases analysed & investigated for possible ADR process, if any. [r15 (11)]	100% identified cases for ADR analysed and investigated. 80% of the referred cases resolved within 6 months.	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]

Outcome	Outputs	Output Indicator	Audited / Actual Performance				Annual Targets			
			Performance				MTEF Period			
			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>	3 <sup>rd</sup>	4 <sup>th</sup>
<b>Average percentage of reports produced on investigations conducted within 12 months</b>	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation
<b>Average percentage of identified cases analysed &amp; investigated for possible ADR process if any.</b> [r15 (11)]	80% of the identified cases for ADR finalised within 6 months if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months if any [r15 (11)]
<b>Percentage of cases referred to other Regulatory entities on average within 30 days.</b> [s13J (6)]	100% of identified cases referred on average within 30 days, if any.	100% of identified cases finalised and referred to other regulatory institutions within 30 days, if any [s13J (6)]	100% of identified cases finalised and referred to other regulatory institutions within 30 days, if any [s13J (6)]	100% of identified cases finalised and referred to other regulatory institutions within 30 days, if any [s13J (6)]



### 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	1 National Status annual report produced.	1 National Status annual report produced.	1 National Status annual report produced.	1 National Status annual report produced.	1 National Status annual report produced.	1 National Status annual report produced.	1 National Status annual report produced.	1 National Status annual report produced.
	Report on Major Transactions	Number of major B-BBEE Transaction Report produced	Nil	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	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>			
Number of 'National Status' Annual Report produced	Annual National Status and Trends on B-BBEE Report produced.				Nil			
Number of Major B-BBEE Transaction Report produced	Annual 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	2022/23	Estimated Performance	2023/24	2024/25	2025/26	2026/27	
Improved 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 reach of audiences	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 annually	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				
			Performance			Estimated Performance	MTEF Period			
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
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	Monitor Integrated data base	Monitor Integrated data base	Monitor Integrated data base	Enhance Integrated data base
	Implement and maintain support systems	Number of systems developed, implemented, maintained, enhanced and monitored	4 Systems developed and 5 systems Implemented (CMS, Phase 2 B-BBEE certificate & reports portal, HRMD, Contact Centre and Financial)	3 systems Implemented and Enhanced Integration (B-BBEE certificate & reports portal, One stop portal, Events Management System)	Implement 3 Systems and Enhanced Integration (One stop portal, B-BBEE certificate & reports portal and Events Management System) Deployment of HRMD to the B-BBEE Infrastructure	Implement and maintain 3 Systems and Enhanced Integration (One stop portal, Events Management System, and B-BBEE certificate & reports portal)	Implement and maintain 3 Systems (One stop portal, Events Management System and B-BBEE certificate & reports portal)	Monitor Implementation of 3 Systems and maintenance (One stop portal, Events Management System and B-BBEE certificate & reports portal)	Monitor Implementation of 3 Systems and maintenance (One stop portal, Events Management System and B-BBEE certificate & reports portal)	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	60% officials trained	60% officials trained



<b>State capacity to promote transformation</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	5 days taken from date of receipt to process supplier invoice and submit to the dtic OCFO helpdesk
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#### 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, Events Management System and One stop portal and produce a report	Monitor B-BBEE certificate & reports portal, Events Management System and One stop portal and produce a report	Monitor B-BBEE certificate & reports portal and One stop portal, Events Management System and produce a report	Monitor B-BBEE certificate & reports portal and One stop portal, Events Management System 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

## 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
<b>1. Safeguarding the outcomes of an inclusive economy.</b>	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.
<b>2. Implementing corrective enforcement to achieve compliance.</b>	Supports <b>the dtic</b> transformation outcome, good governance and a fair regulatory environment.
<b>3. Researching, analyzing and reporting on the state of transformation.</b>	Provides trend and other in-depth analysis to measure transformation in South Africa.
<b>4. Collaborating with relevant stakeholders to advance transformation.</b>	Build relationships with key stakeholders to promote to B-BBEE and transformation.  Supports NDP Outcome 12 – An efficient, effective and development-oriented public service.
<b>5. Developing capability and capacity of the Commission to deliver on its mandate.</b>	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
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
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 an role in understanding, advocating and implementing
Source/ collection of data	Internal selection of stakeholders and generation of an individual plan to engage with the entity
Method of calculation	A list of selected stakeholders must exist and a plan for each one must exist. The calculation is the percentage of existing plans for stakeholders all selected stakeholders
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Annual
Baseline Indicator	Two memoranda of understanding entered to per year
Desired performance	Two memoranda of understanding entered to per year
Indicator Responsibility	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
Indicator Title	5.2 Number of systems developed and maintained
Short definition	Development of operational system
Purpose/importance	B-BBEE Commission requires automated systems to improve efficiency
Source/ collection of data	Benchmark with other organs of state
Method of calculation	Number of systems developed
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Annual
Baseline Indicator	One system
Desired performance	Five systems
Indicator Responsibility	Chief Operations Officer

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

## ANNEXURE A

### Output targets within the dtic-group of entities<sup>1</sup>

#### Investment

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

#### Industrial production

Output
R40 billion in additional local output committed or achieved
R40 billion in Black Industrialist output achieved

#### Exports and trade

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

#### Industrial support

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

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

## Transformation

### Output

R800 Million in Equity Equivalent Investment Programme agreements agreed or administered

20 000 additional workers with shares in their companies

10 high-impact outcomes on addressing market concentration, at sector or firm level.

## Jobs

### Output

1 million jobs supported or covered by Master Plans

100 000 jobs to be created (50 000 social economy fund part-time or temporary job opportunities and 50 000 full-time jobs)

23 000 jobs in Black Industrialists firms

## Energy

### Output

R1.3 billion in financial support to enterprises including SMMEs to mitigate impact of load shedding through energy resilience fund

1400 Megawatts of energy from projects facilitated

550 Megawatts of energy available for the grid

1 Energy One-stop Shop operational

Expedited regulatory amendments and flexibility, to promote energy efficiency

## Green economy targets

### Output

1 Strategy and advocacy finalised responding to green non-tariff barriers (Carbon Border Adjustment Mechanism (CBAM)

1 EV Strategy finalised

1 Finalisation of green hydrogen commercialisation framework

## Stakeholder engagement and impacts

### Output

10 Business Forums hosted aimed at supporting increased FDI, exports and outward investment.

1000 Case studies of firms, workers, entrepreneurs, professionals or communities impacted by the dtic measures: including 12 local films/documentaries telling the SA story

52 Community outreach programmes by the dtic group

5 Conferences, summits, and international forums hosted

Output
10 Successful actions completed on price monitoring and excessive pricing or price gouging

#### Addressing crime

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

#### Red tape and state capability targets

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

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

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