



Annual Performance Plan

2025/26 – 2027/28

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Abbreviations

ADR	Alternative Dispute Resolutions
B-BBEE	Broad-Based Black Economic Empowerment
CFO	Chief Financial Officer
CIPC	Companies and Intellectual Property Commission
DPME	Department of Planning, Monitoring and Evaluation
ERRP	Economic Reconstruction and Recovery Plan
ESD	Enterprise and Supplier Development
JSE	Johannesburg Stock Exchange
MoU	Memorandum of Understanding
MTDP	Medium-Term Development Plan
NDP	National Development Plan
NPA	National Prosecuting Authority
SED	Socio-Economic Development
SETA	Sectorial Education and Training Authority
SMMEs	Small, Medium, and Micro Enterprises,
SCA	Supreme Court of Appeal
the dtic	The Department of Trade, Industry and Competition

Executive Authority Statement



Parks Tau, MP

Minister of Trade, Industry and Competition

The May 2024 national election results provided a clear message that the electorate expects more from government. No political party won an outright majority and after intense negotiations, a Government of National Unity (GNU) was announced on 17 June 2024. The GNU agreed upon a minimum programme of action to which all parties of the GNU contributed. This programme of action forms the basis for the Medium-Term Development Plan (MTDP).

This Annual Performance Plan (APP) has been developed in response to the MTDP and to drive an ambitious growth target over the next five years, including moving forward the transformation agenda as guided by the functions in the B-BBEE Act and the three strategic areas identified by government namely -

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

This APP includes bold actions to reinvigorate broad-based black economic empowerment including strengthened monitoring of B-BBEE compliance and contribution towards the amendment of the B-BBEE Act to enhance the mandate and effectiveness of the Act. At the same time, **the dtic** will ramp up its efforts to support the work of the Commission as I believe that harnessing resources, fostering inclusive growth, and executing strategic priorities with diligence and collaboration will foster a prosperous future for generations to come.

Undoubtedly, I am confident that working together we can do more, and this APP represents an ambitious new work programme for both the Department and the Commission with the objective of achieving the 3 strategic priorities of the GNU, in particular faster inclusive economic growth.

In terms of reporting in accordance with section 13G of the B-BBEE Act, the Commission received a total of 213 compliance reports from JSE listed companies, public entities and organs of state from 1 January 2024 to 31 December 2024. Of the 213 compliance reports received 99 were from organs of state and public entities, 7 from SETAs and 107 from JSE listed entities.

Therefore, I take this opportunity to remind all government departments, starting with the dtic, and entities to ensure compliance with the B-BBEE Act. The Portfolio Committees and the Department of Planning, Monitoring and Evaluation (DPME) within the Presidency are requested to include compliance with the B-BBEE Act as part of their oversight role relating to government departments and entities.

In the Meantime, the Commission will continue to discharge the functions the B-BBEE Act assigned to it without fear or favour as well as integrate the dtic's work, notwithstanding the challenges.

I am pleased to table the Commission's Annual Performance Plan for 2025/26 to 2027/28, which highlights in detail how its objectives will be met. This will essentially lead to the required change in the structure of our economy to enable entry and full participation by Black people and contribute positively to decreasing unemployment and poverty.

I wish to thank the Commissioner, the Executive Committee and all officials who have assisted in creating the APP which I have the pleasure of approving.



Mr. Parks Tau, MP

Minister of Trade, Industry and Competition

09 / 4 / 2025

Accounting Officer Statement



Mr. Tshediso Matona: Commissioner

As we embark on the first year of our five-year economic strategy under the GNU, it is important to consider that this APP has been developed at a time where South Africa is faced with stagnant economic growth, unemployment, poverty and inequality. To resolve these challenges, the GNU has adopted the impact-based approach represented by the three apex outcomes aimed at building a coherent approach towards improving the state of the South African economy for the betterment of its citizens.

The apex outcomes are –

- **Industrialisation** to promote jobs and rising incomes;
- **Transformation** to build an inclusive economy; and
- **A capable state** to ensure improved impact of public policies.

These apex outcomes continue to guide the work of the Commission in an effort to give effect to the spirit of the Statement of Intent of the GNU being the *“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.”*.

To set in motion the impact-based approach, the GNU through the Economic Cluster has outlined key priorities that members of the Cluster and their portfolios will focus on for the next five years of which the Commission is committed to support.

the dtic through its commitment to the Economic Cluster outputs has committed to achieving specific targets through its Branches and Entities. The Commission's APP has to align to the MTDP and demonstrate support towards the Economic Cluster outputs as guided by **the dtic** commitments.

The Commission's APP directly supports the Transformation apex outcome; contributes to B-BBEE-related matters arising from **the dtic**'s work on industrialisation and investment promotion, among others. The approach of the Commission is to contribute to **the dtic**'s outputs and targets, its regulatory functions pertaining to compliance, investigations, enforcement, advocacy, advisory; and education and awareness, as specified in the B-BBEE Act. The Commission endeavor to contribute working with **the dtic**, government, the private sector and society, the Commission will be able to promote the achievement of the Economic Cluster outputs, as well as related activities which, among others, are –

- promoting economic transformation in order to enable meaningful participation of Black people in the mainstream economy;
- achieving substantial change in the racial composition of ownership and management structures in the skilled occupations of existing and new enterprises;
- 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
- 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.

To achieve the above objectives, a structured coordination of the public and private sector is of importance to formulate a common approach towards B-BBEE that will unlock market concentration and promote entry into value-chains of various industries in a manner that will promote opportunities for SMMEs support, job creation, etc. Furthermore, the use of section 10(1) of the B-BBEE Act which requires that every organ of state and public entity must apply the relevant Code of Good Practice ("the Codes") in –

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

The above will provide further opportunities to contribute towards a high-impact inclusive economic growth. In addition, the Commission intends to improve compliance, enhance its oversight role and advance the GNU Economic Cluster priorities by:

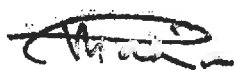
- Guiding organs of state and public entities to develop B-BBEE plans to give effect to the specialised scorecard and section 10(1) & (2) of the B-BBEE Act;
- Collaborating with the JSE, DPME, National Treasury to ensure that B-BBEE plans are incorporated in the Strategy, APP and Annual Reporting template respectively including Parliament to improve B-BBEE compliance;
- Strengthening working relations with the Auditor-General on the performance audit of B-BBEE compliance and submission of reports as per section 13G(1);
- Collaborating with other regulatory entities e.g Competition Commission on conducting pro-active investigations to address market concentration and drive inclusive economy;

I believe that the effective discharge of the Commission's functions to ensure effective implementation of the B-BBEE Act will provide a framework to contribute towards the 3.6% growth target with specific focus on

matters related to ownership, management control; enterprise and supplier development, skills development, and socio-economic development.

To fully execute its mandate, the support of **the dtic** is essential to strength the mandate and powers of the Commission through proper establishment, financial and human resources as well as amendments to the B-BBEE Act to address gaps and areas that hinder effective compliance in order to safeguard improved B-BBEE compliance, enforcement, implementation and reporting to achieve the 3.6% of inclusive economic growth.

I wish to thank the Minister for entrusting 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 servicing the country.



Mr. Tshediso Matona

Commissioner

09/04/2025

Official Sign-off

It is hereby certified that this Annual Performance Plan:

Was developed by the Commission's Management Team 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 three-year period from 2025/26 to 2027/28.


Ms. Rachel Malatji
Executive Manager Compliance


Signature

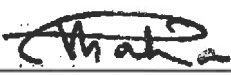
Ms. Moipone Amanda Kgaboesele
Executive Manager Investigations & Enforcement


Signature


Dr. Nontokozo Nokhwali-Mboyi
Chief Operations Officer


Signature

Recommended for approval by


Mr. Tshediso Matona
Commissioner
09 / 04 / 2025

Approved by the Executive Authority


Mr. Parks Tau, MP
Minister of Trade, Industry and Competition
09 / 04 / 2025

PART A: Our Mandate

1. Updates to the Relevant Legislative and Policy Mandates

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 the 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 maintenance 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 almost eleven 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 legislation is in need of a review to be led by **the dtic** to which the Commission will contribute.

2. Updates to Institutional Policies and Strategies

The Commission's work will contribute to the following objectives:

- 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. Updates 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:

- The B-BBEE Commission investigated the Peri Formwork Scaffolding Engineering (Pty) Ltd matter based on the fact that the trust in its operation and founding documents failed to meet the ownership test for recognition of black ownership under the Codes of Good Practice. Peri Formwork Scaffolding Engineering (Pty) Ltd issued notice of motion to review the findings of the B-BBEE Commission and set aside the findings at the High Court. The court ruled that the findings of the Commission to the effect that the applicant has engaged in conduct, arrangement or act that undermines the objectives of the B-BBEE Act, which resulted in the misrepresentation of the Peri Formwork's B-BBEE status of the applicant, are reviewed and set aside. The court also ruled that the findings of the Commission to the effect that the arrangement, conduct or act of the applicant amounted to misrepresentation of the B-BBEE status and fronting practice as defined in section 1 of the B-BBEE Act 53 of 2003 as amended are reviewed and set aside.
- Further, the Commission has noted ruling by the Western Cape High Court in ***H & I Civil Building (Pty) Limited and Another v The City of Cape Town*** in October 2024 on the setting of specific goals when developing a preferential procurement policy as per the 2022 Preferential Procurement Policy Framework Act Regulations. The Court dismissed the application on the basis amongst others that the Applicant did not provide basis as to why the City of Cape Town needs to revert to the 2017 scoring system. This decision is relevant to the work of the Commission in as far as ensuring that organs of state and public entities apply the relevant codes of good practice in developing a criteria for preferential procurement as directed by section 10(1)(b) of the B-BBEE Act.
- In addition, the Commission is aware of the matter between ***Solidarity v President of the Republic of South Africa and Others*** which is before the Western Cape High Court seeking to determine Chapter 4 of the Public Procurement Act 28 of 2024 as unconstitutional, unlawful and irregular on the basis that it violates section 217 of the Constitution. Chapter 4 of the Procurement Act deals with preferential procurement an aspect identified by the B-BBEE Act to foster the empowerment of black

people and transformation of the economy and therefore, the Commission will follow the matter and assist the Presidency and National Treasury when called upon.

The B-BBEE Commission has noted with concern an upturn of review applications brought against it as a result of the time-bar in regulation 15(4) which requires the B-BBEE Commission to finalise investigations of complaints received within one year of receipt which results in entities evading justice.

PART B: Our Strategic Focus

The B-BBEE Commission is empowered by the Act to ensure that the economy of South Africa includes the mass population who lies on the periphery, as a consequence of the legacy of apartheid. This imperative is derived from Section 9 (2) of the Constitution of South Africa, from which the Act is given aspiration. Section 9 (2) of the Constitution makes reference to the need for redress and the attainment of equality. The imperative given by Section 9 (2) enjoins relevant state organs, regulators, to ensure that the notion of equality is attained, along with the function of oversight. This particular function of oversight regulators ought to monitor the extent to which the triple challenges of poverty, unemployment, and inequalities are addressed by the relevant implementing bodies.

In light of the above-mentioned imperative, the Commission is seized with the responsibility of providing oversight on the implementation of B-BBEE legislation and policy. As a regulator, the B-BBEE Commission ought to ensure that principles of transformation as per the GNU as well as the dtic, are adhered to for purposes to aligning with national priorities.

In light of the above, noble imperatives the Commission will pay attention to the following aspects, as part of the APP:

- Policy reforms: The Commission will provide inputs into the review of the B-BBEE Act.
- Master Plans: The Commission will ensure that the Master Plans are aligned with the B-BBEE Act.
- Contribution to the GDP: The Commission will ensure that while growth of the economy is attained from the strategy of the dtic, such growth is inclusive and represents the demographics of South Africa.
- Exports: Closely related to the above, B-BBEE must be part of the criteria for selection of products that are earmarked for export markets.

It is anticipated that the above aspects will promote economic empowerment through compliance to section 10(1) & (2) of the B-BBEE Act in order to address the triple challenges of unemployment, poverty and inequality.

4. Updated Situational Analysis

In the period ahead the Commission is going to address the following issues and challenges.

4.1 External Environment Analysis

Political

- B-BBEE implementation cohesion and support for enhanced enforcement of the B-BBEE Act and integration of B-BBEE policy within government processes and operations.

Social / Environmental

- Geographical location (Pretoria Only) - the need for greater national visibility of the Commission.
- Language diversity.
- Different interpretation of the B-BBEE Act and negative perception about B-BBEE.

Technology

- Limited channels of communication to the public

Legal

- Dependency on other authorities in enforcement
- Court decisions against the Commission for the completion of investigations matters after 12 months

4.2 Internal Environment Analysis

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

PART C: Measuring Our Performance

1. Institutional Programme Performance Information

1.1 Programme 1 - Compliance

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

1.2 Outcomes, Outputs, Output Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets					
			Actual Performance		Estimated Performance	MTDP Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Transformation	Improved compliance with the B-BBEE Act	% of number of section 13G compliance reports assessed for compliance with the B-BBEE Act	None	None	None	99.6% of received section 13G reports assessed for compliance with the B-BBEE Act	100% of received section 13G reports assessed for compliance with the B-BBEE Act	100% of received section 13G reports assessed for compliance with the B-BBEE Act
		% of number of ownership transactions assessed for compliance with the B-BBEE	None	None	None	68% of ownership transactions (major B-BBEE transactions) assessed	100% of ownership transactions (major B-BBEE transactions) assessed	100% of ownership transactions (major B-BBEE transactions) assessed
		% number of organs of state and public entities compliant with section 10(1)	None	None	None	New Indicator	100% of sampled organs of state and public entities compliant with section 10(1) &	100% of sampled organs of state and public entities compliant with section 10(1) &

Outcome	Outputs	Output Indicator	Annual Targets						
			Actual Performance			Estimated Performance	MTDP Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
		and (2) of the B-BBEE Act					(2) of the B-BBEE Act to address triple challenges of unemployment, poverty and inequality	(2) of the B-BBEE Act to address triple challenges of unemployment, poverty and inequality	(2) of the B-BBEE Act to address triple challenges of unemployment, poverty and inequality
		% number of B-BBEE compliant suppliers in strategic sectors	None	None	None	New indicator	100% B-BBEE compliant suppliers in strategic sectors	100% B-BBEE compliant suppliers in strategic sectors	100% B-BBEE compliant suppliers in strategic sectors

1.3 Output Indicators: Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2025/26				Quarterly Milestones			
	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
% of number of section 13G compliance reports assessed for compliance with the B-BBEE Act	Nil	100% of received section 13G reports assessed for compliance with the B-BBEE Act	Nil	100% of received section 13G reports assessed for compliance with the B-BBEE Act	Nil	100% of received section 13G reports assessed for compliance with the B-BBEE Act	Nil	100% of received section 13G reports assessed for compliance with the B-BBEE Act
% of number of ownership transactions assessed for compliance with the B-BBEE	Nil	100% of ownership transactions (major B-BBEE transactions) assessed	Nil	100% of ownership transactions (major B-BBEE transactions) assessed	Nil	100% of ownership transactions (major B-BBEE transactions) assessed	Nil	100% of ownership transactions (major B-BBEE transactions) assessed
% number of organs of state and public entities compliant with section 10(1) and (2) of the B-BBEE Act	Nil	100% of sampled organs of state and public entities compliant with section 10(1) & (2) of the B-BBEE Act to address triple	Nil	100% of sampled organs of state and public entities compliant with section 10(1) & (2) of the B-BBEE Act	Nil	100% of sampled organs of state and public entities compliant with section 10(1) & (2) of the B-BBEE Act	Nil	100% of sampled organs of state and public entities compliant with section 10(1) & (2) of the B-BBEE Act

	challenges of unemployment, poverty and inequality		Act			
% number of B-BBEE compliant suppliers in strategic sectors	100% B-BBEE compliant suppliers in strategic sectors	Nil	100% B-BBEE compliant suppliers in strategic sectors	Nil	100% B-BBEE compliant suppliers in strategic sectors	

1.2 Programme 2: Investigations and Enforcement

1.2.1 Purpose: To implement corrective enforcement to achieve compliance.

1.3 Outcomes, Output, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets						
			Actual Performance			Estimated Performance	MTDP Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Transformation	Improved compliance with the B-BBEE Act	Average percentage of reports produced on investigations conducted within 12 months	On average 80% investigation findings produced on investigations conducted within 12 months upon receipt of complaint.	On average 80% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 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	
			80% identified cases for ADR analysed and investigated. 80% of the referred cases resolved within 6 months.	80% identified cases for ADR analysed and investigated. 80% ADR concluded within 6 months and referred to other regulatory entities within 30 days.	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]	80% of the identified cases for ADR finalised within 6 months, if any [r15 (11)]

1.4 Output Indicators: Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2025/26				Quarterly Milestones			
	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
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	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation	On average 50% investigation findings produced on investigations conducted within 12 months upon receipt of complaint / initiation
Average percentage of identified cases analysed & investigated for possible ADR process 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)]	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)]

1.3 Programme 3: Research, analysis and reporting

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

1.4 Outcomes, Output, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets					
			Actual Performance			Estimated Performance	MTDP Period	
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Transformation	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.
	Report on Major Transactions	Number of 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

1.5 Output Indicators: Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2025/26	Quarterly Milestones			
		1 st	2 nd	3 rd	4 th
Number of 'National Status' Annual Report produced	Annual National Status and Trends on B-BBEE Report produced.	Nil	Nil	Nil	National Status and Trends on B-BBEE Report produced.
Number of Major B-BBEE Transaction Report produced	Annual Analysis of Major B-BBEE Transaction Report produced	Nil	Nil	Analysis of Major B-BBEE Transaction Report produced	Nil

1.4 Programme 4: Relationship Building/Stakeholder Relations

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

1.5 Outcomes, Output, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets					
			Actual Performance		Estimated Performance	MTDP Period		
			2021/222	2022/23		2023/24	2024/25	2025/26
Transformation	Improved compliance with the B-BBEE Act	Number of strategic partnerships established	Monitor relationships and implement agreements.	Monitor relationships and implement agreements.	Maintain relationships.	Annual Stakeholder Report	Number of established and developed MOUs	Number of established and developed MOUs
							2026/27	2027/28

1.6 Indicators, Annual and Quarterly Targets

Performance Indicator/ Measure	Annual Target 2025/26	Quarterly Milestones			
		1 st	2 nd	3 rd	4 th
Number of strategic partnerships established	Number of established and developed MOUs	Nil	Nil	Nil	Number of established and developed MOUs

1.5 Programme 5: Administration

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

1.6 Outcomes, Output, Performance Indicators and Targets

Outcome	Outputs	Output Indicator	Annual Targets					MTDP Period	
			Actual Performance			Estimated Performance			
			2021/22	2022/23	2023/24		2024/25		2025/26
Effective and Efficient Organisation	Develop Case Management System	% of processes digitised to improve speed and reducing manual error (Develop Case Management System)	None	None	None	None	100% of the process towards the development of the Case Management System to ensure optimisation, harmonisation, digitisation, and integration to improve service delivery and operational efficiency	50% of the development of the Case Management System to ensure optimisation, harmonisation, digitisation, and integration to improve service delivery and operational efficiency	100% of the development of the Case Management System to ensure optimisation, harmonisation, digitisation, and integration to improve service delivery and operational efficiency.
State capacity to promote transformation	Number of SMMEs empowered with the focus on corporate governance and B-BBEE training	None	None	None	500 SMMEs trained	100 SMMEs trained on corporate governance and B-BBEE	100 SMMEs trained on corporate governance and B-BBEE	100 SMMEs trained on corporate governance and B-BBEE	Number of SMMEs empowered with the focus on corporate governance and B-BBEE training

1.7 Output Indicators: Annual and Quarterly Targets

Performance Indicator/ Measure		Annual Target 2025/26				Quarterly Milestones			
						1 st	2 nd	3 rd	4 th
Implement and Monitor Integrated database (data warehouse) for of the B-BBEE Commission.	100% of the process towards the development of the Case Management System to ensure optimisation, harmonisation, digitisation, and integration to improve service delivery and operational efficiency	N/A					Develop a Business Case for the development of Case Management System	Develop Terms of Reference for the development of Case Management System	Submit TOR to the dtic for consideration and advertisement of the BID.
	Number of SMMEs empowered with the focus on corporate governance and B-BBEE training	100 SMMEs trained on corporate governance and B-BBEE				Nil	Nil	Nil	100 SMMEs trained on corporate governance and B-BBEE

2. Explanation of Planned Performance over the medium-term period

The selected outputs for each programme are aimed at supporting key government strategic objectives and the **dtic's** strategic outcomes for 2025/2026, 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 the dtic transformation outcome broad-based economic empowerment through targeted interventions to achieve more inclusive growth.
2. Implementing corrective enforcement to achieve compliance.	Supports the dtic 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.

3. Programme Resource Considerations

3.1 Financial Plan

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

Economic Classification	2025/26 R'000	2026/27 R'000	2027/28 R'000
Compensation of Employees	11 694	11 258	13 191
Goods and Services	8 171	8 700	9 289
Payment for capital assets	623	652	681
Total budget	20 488	20 610	23 161

NB: The above financial plan is based on the MTEF indicative figures allocated for the B-BBEE Commission as provided by the dtic as it still operates as a unit of the dtic as well as the estimated figures for outer years and these funds are far less than what the B-BBEE commission requires to execute its mandate, as an entity provided for in the B-BBEE Act.

3.2 Human Resource Considerations

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

Divisions	Current Headcount
Office of the Commissioner	2
Compliance	6
Investigations	3
Stakeholder Relations	1 (Additional to the structure)
Administration (Operations, Strategy, Risk and Audit)	7
Intern	1
Reassignment	4
Total	24

4. Updated Key Risks and Mitigations from the Strategic Plan

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

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

5. Public Entities

Not Applicable

6. Infrastructure Projects

Not Applicable

7. Public Private Partnerships

Not Applicable

Part D: Technical Indicator Descriptions (TIDs)

Outcome	Improved Compliance with the B-BBEE Act
Indicator Title 1.1	% of number of section 13G compliance reports assessed for compliance with the B-BBEE Act
Definition	Compliance reports are submitted to the B-BBEE Commission in line with section 13G where organs of state, public entities, public companies listed on JSE and SETAs are required to report to the B-BBEE Commission on their compliance with B-BBEE. The B-BBEE Commission will acknowledge receipt and assess the compliance reports and provide feedback with regards to state of compliance as per the B-BBEE Act.
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, public entities, SETA's
Method of calculation	Simple count
Data limitations	Only submitted compliance report will be assessed and analysed
Assumptions	Functional Case Management System (CMS)
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	Improved Compliance with the B-BBEE Act
Indicator Title 1.2	% of number of ownership transactions assessed for compliance with the B-BBEE
Definition	The B-BBEE Commission is charged with registering all major B-BBEE transactions (above threshold i.e. R25 million) which should be published electronically and assuring that B-BBEE transactions comply with the B-BBEE Act.
Purpose/importance	The purpose is to ensure transparency of all B-BBEE transactions above the threshold and to ensure all B-BBEE transactions are legal in respect of the law. It is important that the B-BBEE Commission drive compliance and best practice.
Source/ collection of data	All B-BBEE transactions registered with the B-BBEE Commission will be placed on the B-BBEE Transaction Register and will be audited internally. The register will also be published on the website of the Commission from time to time. Non-compliance will be dealt with in terms of specific procedures.
Method of calculation	Simple count
Assumptions	Functional Case Management System (CMS)
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 with the B-BBEE Act
Indicator Title 1.3	% Number of Investigation reports produced
Definition	Investigation is conducted in terms of section 13F (1)(d) and section 13J (1) of the B-BBEE Act read with regulation 15 of the B-BBEE Regulations, culminating in the issuing of findings in terms of regulation 15 (4) (g) 15 of the B-BBEE Regulations.
Purpose/importance	The efficiency of the B-BBEE Commission to deal with queries in a timely fashion is of paramount importance.
Source/ collection of data	Database
Method of calculation	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 50% 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 with the B-BBEE Act
Indicator Title 1.4	% number of organs of state and public entities compliant with section 10(1) & (2) of the B-BBEE Act
Definition	Section 10(1) of the B-BBEE Act mandates organs of state and public entities to apply the relevant codes of good practice when undertaking certain economic activities. In addition, section 10(2) of the B-BBEE Act allows for the Minister to issue deviations and exemptions in relation to sub-section (1).
Purpose/importance	Safeguard the objectives of the B-BBEE Act
Source/ collection of data	Organs of State and Public Entities
Method of calculation	Random Selection
Data limitations	Cooperation by affected organs of state and public entities
Type of indicator	Activities
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Baseline Indicator	0%. This is a new indicator
Desired performance	100%
Indicator Responsibility	Executive Manager: Compliance and Executive Manager: Legal and Special Projects

Outcome	Improved Compliance with the B-BBEE Act
Indicator Title 1.5	% number of B-BBEE compliant suppliers in strategic sectors
Definition	Statement 004 of the Codes of Good Practice requires organs of state and public entities to procure goods and services from B-BBEE compliant entities
Purpose/importance	Safeguard the objectives of the B-BBEE Act
Source/ collection of data	Organs of State and Public Entities and/or E-tenders portal
Method of calculation	Random selection
Data limitations	System accessibility
Type of indicator	Activities
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Baseline Indicator	0%. This is a new indicator
Desired performance	100%
Indicator Responsibility	Executive Manager: Compliance and Executive Manager: Legal and Special Projects