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B-BBEE
COMMISSION
a member of **the dti** group

**Outcomes of the Impact Assessment Study on the Mandate of the B-
BBEE Commission
B-BBEE Annual Conference
01 April 2022**

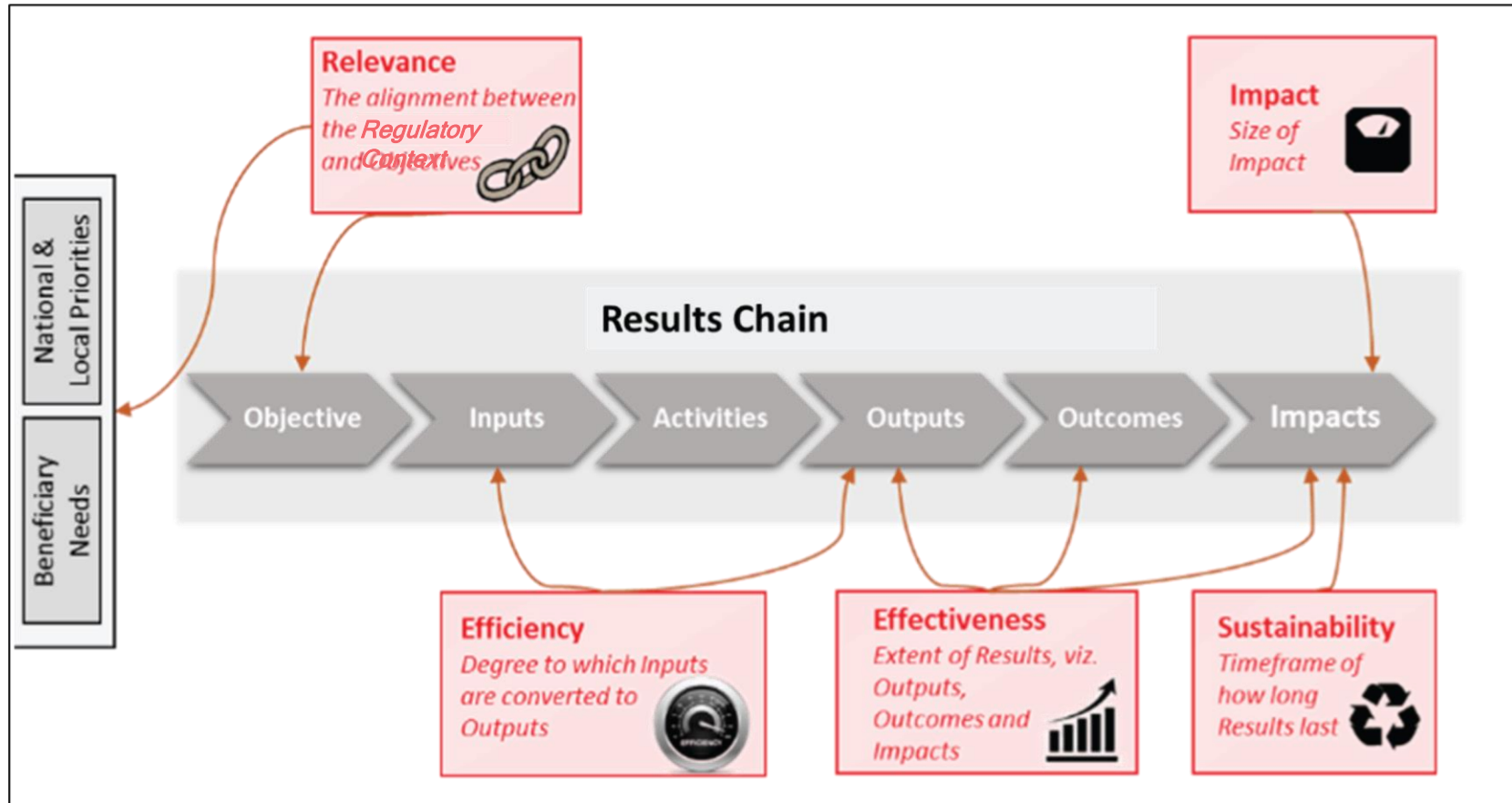


Main aim of this impact assessment Study was to **measure**, through independent research, the **effective implementation of the B-BBEE Act** by the B-BBEE Commission to fulfil its mandate **as per section 13F of the B-BBEE Act**. The overall objectives of the impact assessment Study are to:














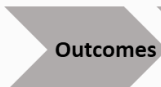


- Assess if the B-BBEE Commission has succeeded in **implementing each of its mandated functions** listed in section 13F.
- Assess whether the B-BBEE Commission has an **intervention/activity relating to every function** in section 13F and how effective these interventions/activities are in assisting the B-BBEE Commission to achieve its mandate.
- Identify the **root causes for non-compliance** to the BBEE Act by stakeholders.
- Create results that will generate evidence of **key achievements and challenges**.
- Examine the **effectiveness** of the B-BBEE Commission's programmes/ activities by ensuring a **national coverage** of the geographical and demographic classifications of groups affected by the B-BBEE Commission interventions.

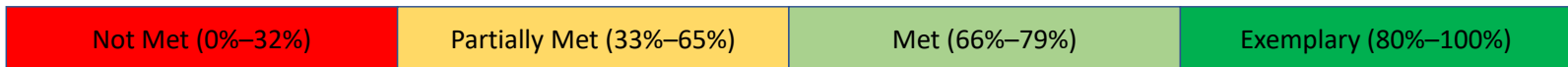


Research Methodology

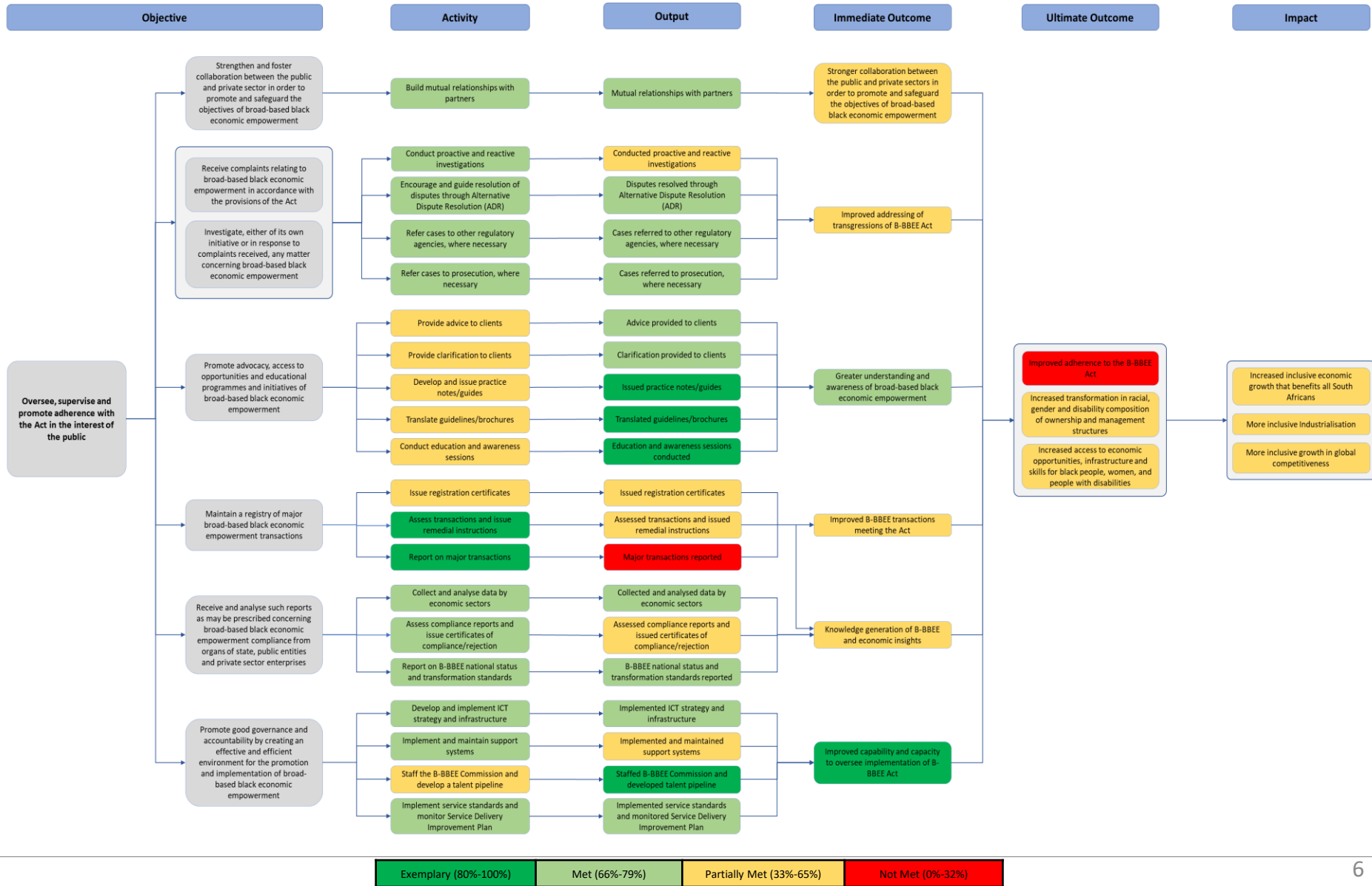


Summary Assessment

		Overall Assessment
Section 4.2	Relevance 	
Section 4.3	Governance and Management 	
Section 4.4	Efficiency   	
Section 4.5	Effectiveness  	
Section 4.6	Impact 	
Section 4.7	Sustainability  	

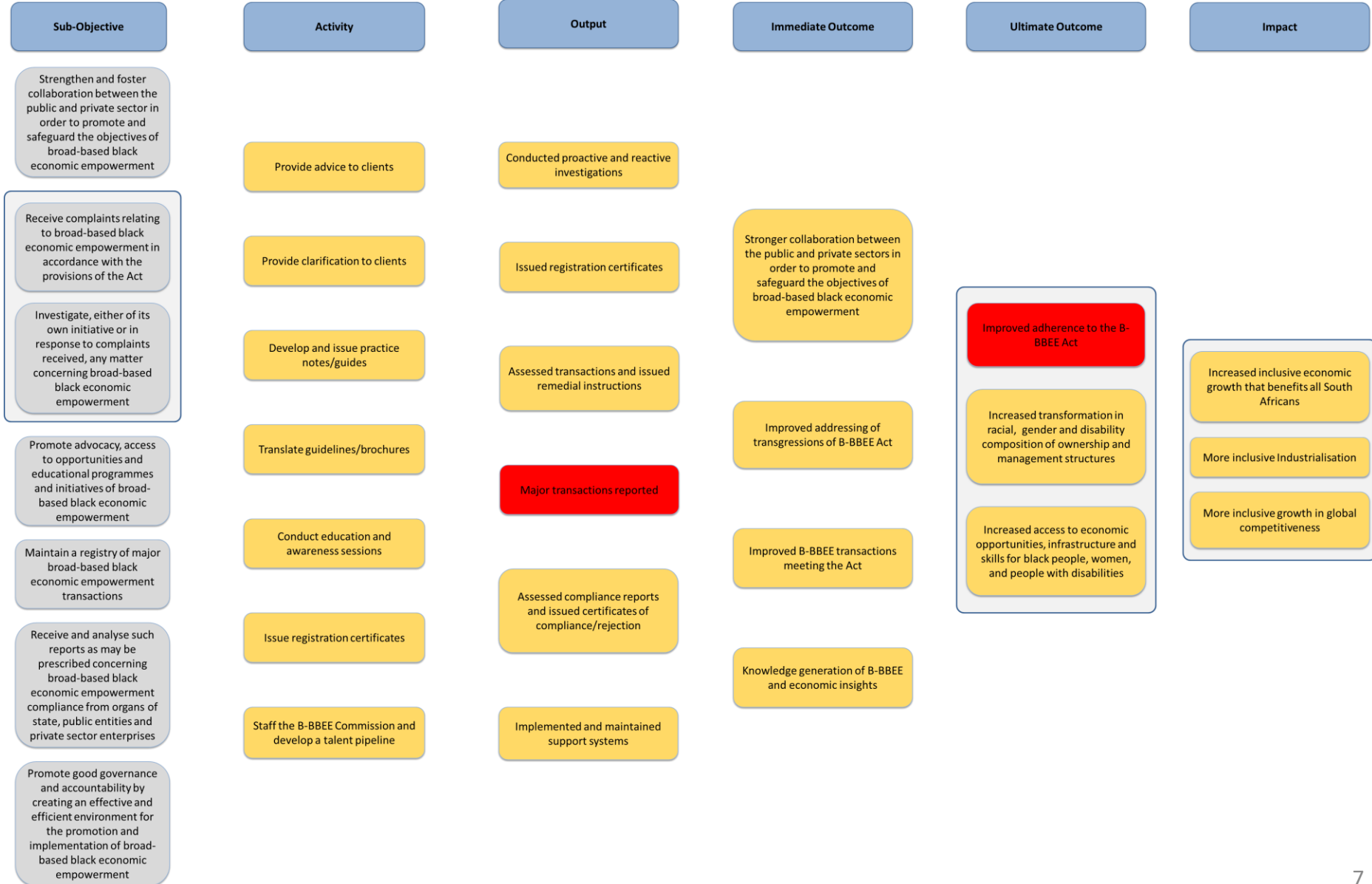


Results Chain Analysis



Exemplary (80%-100%)	Met (66%-79%)	Partially Met (33%-65%)	Not Met (0%-32%)
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Results Chain Analysis



Key Recommendations (1/2)

Key Finding

- The Commission has some documented processes in the form of Standard Operating Procedures (SOPs). However, no documented process maps exist. A process was started to map some processes; however, this has not progressed further. Documented processes and enterprise architecture improve efficiency and effectiveness and demonstrate organisational maturity.
- The Commission currently operates largely manually and on paper.
- Due to staffing shortages, complaints are received by the Operations division and not directly by the Investigations and Enforcement division. This process creates delays and may introduce risks such as data degradation and miscommunication at handover.

Key Recommendation

Embark on a business process analysis exercise of documenting the Commission's current processes and enterprise architecture, identifying improvements, and entrenching them in the organisation. Using the findings of the business process analysis and enterprise architecture Study, draw up an action plan for digitising the Commission and expediting the procurement of systems, particularly the case management system.

Key Recommendations (2/2)

Key Finding

- As with receiving complaints, investigations are still highly manual, with a reliance on paper-based work and some use of productivity tools (e.g., Microsoft Office).
- Compliance reports are processed largely manually, in hardcopy, or through productivity tools such as email. This is an inefficient process that can introduce errors from both the submitting party and the Commission, resulting in delays and unnecessary rejections. Whilst there is/was a portal for submission of compliance reports, this was reportedly insufficient as it could not receive large files.
- Whilst the integrated database and ICT year plan were produced according to target, of the seven systems planned over 2019/20–2020/21, only three were implemented (HRM&D and two releases of the B-BBEE Certificate Portal). A crucial system still outstanding is the case management system.

Key Recommendation

Embark on a business process analysis exercise of documenting the Commission's current processes and enterprise architecture, identifying improvements, and entrenching them in the organisation. Using the findings of the business process analysis and enterprise architecture Study, draw up an action plan for digitising the Commission and expediting the procurement of systems, particularly the case management system.

Other Key Recommendations (1/2)

- Establish a working group for increased stakeholder engagement and awareness consisting of the B-BBEE Commission, the *dtic*, and partner organisations (e.g., CIPC, SANAS, DSBD, SARS, SAPS, NPA, sector councils).
- Continue engagements with the *dtic*, National Treasury, and Parliament on amending the B-BBEE Act to allow for the Commission to be established independently as a public entity. Whilst the Act is amended, engage National Treasury to list the B-BBEE Commission as a trading entity reporting to the *dtic*.
- Engage with civil society and government organisations [e.g., National Development Agency (NDA)] to address potential resistance towards transformation.
- Acceptable vehicles for transformation can be discussed in the working group to encourage transformation in the various areas of partner organisations.

Other Key Recommendations (2/2)

- Engage the *dtic*, National Treasury, and Parliament on the need to amend the B-BBEE Act to include administrative processes for non-compliance (penalties, interdicts).
- Consider regular stakeholder sessions on the interpretation of specific aspects and educate stakeholders regarding the processes and structures relevant to interpretation.
- Continue referring stakeholders to other organisations such as those in the proposed working group. For instance, issues of access to markets and funding have solutions in the *dtic*, Department of Small Business Development, National Treasury, Development Bank of Southern Africa, etc.
- Continue engaging with industry associations across spectrum.



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Thank You!