



The B-BBEE Imperative – Advancing Transformation at Stellenbosch University

Operationalising Inclusive Development

Transformation Indaba
8 October 2025

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My first poll



Choose a slide to present



How familiar are you with B-BBEE in the context of universities?

Very familiar

Somewhat familiar

Not familiar at all

Not familiar at all



Agenda



Introduction



Aim of B-BBEE Policy Framework



Transformation and the B-BBEE Scorecard: A Strategic Link



Strategic Benefits for SU



Risks and Challenges



Pillars of the B-BBEE Strategy



Making Transformation Practical: From Scorecard to KPA

Transformation

transfə'meɪʃ(ə)n, ˌtrɑːnsfə'meɪʃ(ə)n, ˌtrɑnzfə'meɪʃ(ə)n, ˌtrɑːnzfə'meɪʃ(ə)n]

NOUN

a marked change in form, nature, or appearance

The mindset

The most powerful agent of growth and transformation is something much more basic than any technique: a change of heart.

scorecard compliance

**regulatory
approach**

*Change happens,
because we feel the heat!*



versus

ethical
implementation

**values
approach**

*Change happens,
because we see the light!*



Aim of the B-BBEE Policy Framework

The **NDP** aims to achieve the following objective by 2030:

"Uniting South Africans of all races and classes around a common programme to eliminate poverty and reduce inequality".

B-BBEE Act

PREAMBLE

WHEREAS under apartheid race was used to control access to South Africa's productive resources and access to skills;

WHEREAS South Africa's economy still excludes the vast majority of its people from ownership of productive assets and the possession of advanced skills;

WHEREAS South Africa's economy performs below its potential because of the low level of income earned and generated by the majority of its people;

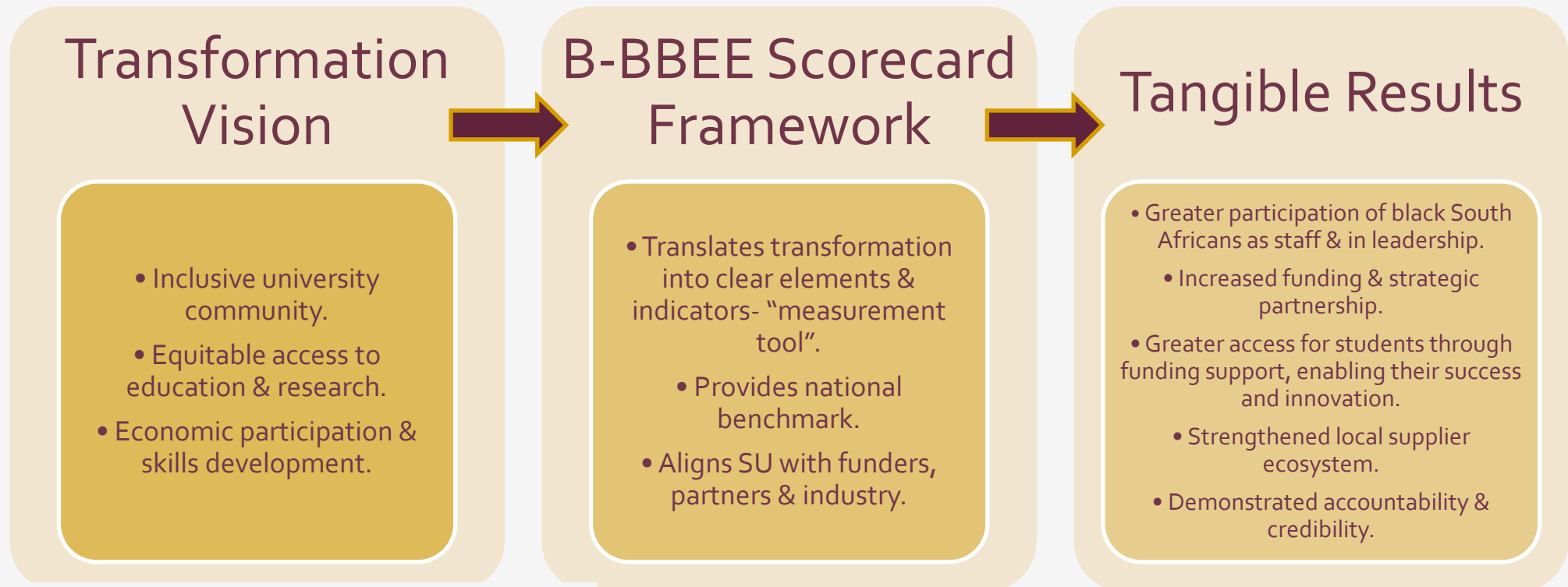
AND WHEREAS, unless further steps are taken to increase the effective participation of the majority of South Africans in the economy, the stability and prosperity of the economy in the future may be undermined to the detriment of all South Africans irrespective of race;

AND IN ORDER TO—

- promote the achievement of the constitutional right to equality, increase broad-based and effective participation of black people in the economy and promote a higher growth rate, increased employment and more equitable income distribution; and
- establish a national policy on broad-based black economic empowerment so as to promote the economic unity of the nation, protect the common market, and promote equal opportunity and equal access to government services.

Transformation and the B-BBEE Scorecard: A strategic Link

- *Transformation* is about creating equitable access and opportunity.
- *The B-BBEE Scorecard* provides the national framework to *measure, track, and direct* this journey so that it leads to real, sustainable impact.

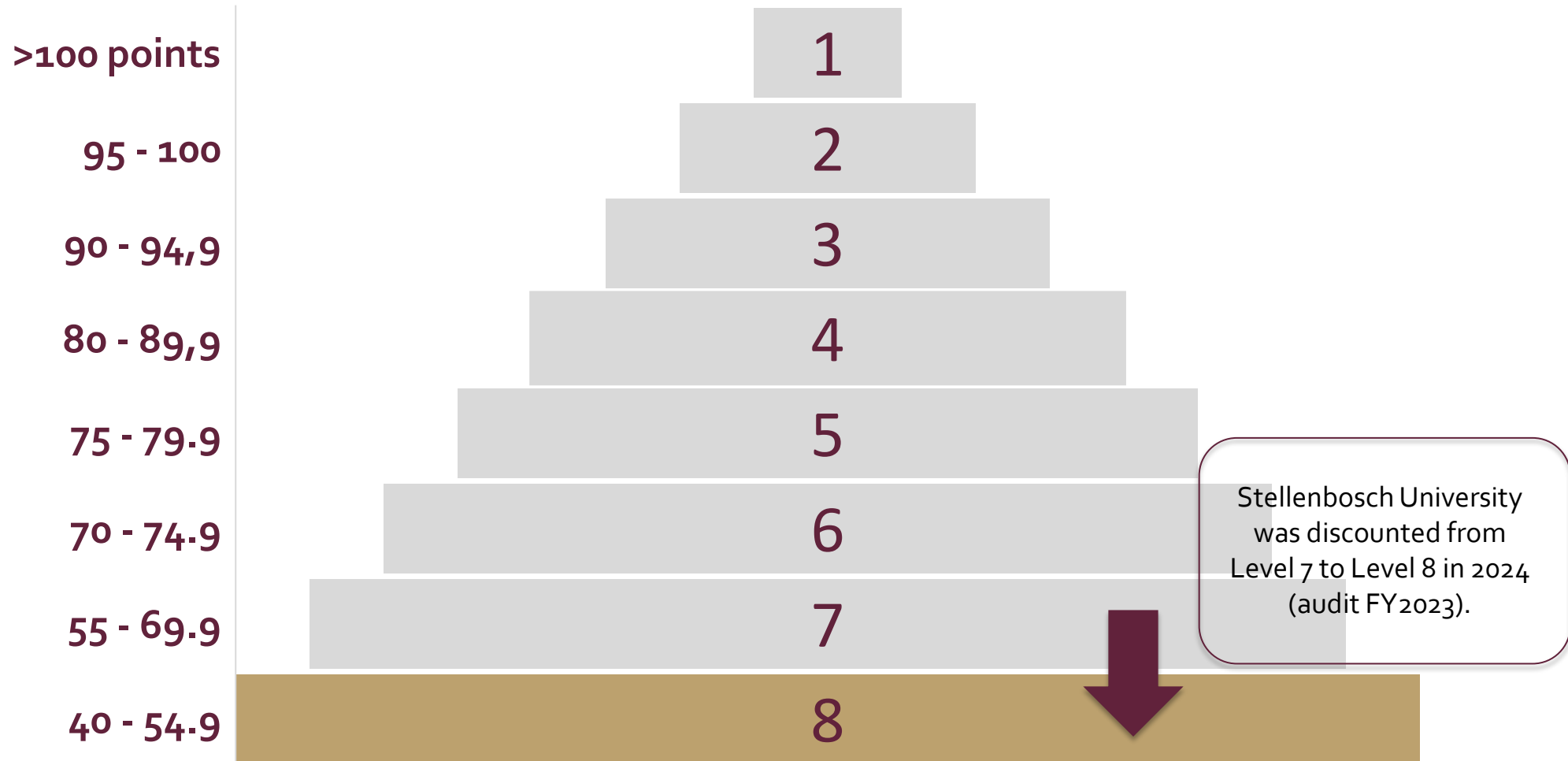


The Scorecard is not the end goal – it is the dashboard that keeps our transformation journey on track.

Specialised Enterprises Scorecard

Element	Points
Management Control	20
Skills Development	25
Preferential Procurement	30 (+2)
Enterprise and Supplier Development	20 (+2)
Socio-Economic Development	5
Total	100 (+4 bonus)

B-BBEE status levels



B-BBEE status of top 10 Public Universities

Name	B-BBEE status level	B-BBEE status level	Expiry Date
University of Cape Town	91.02	3	5-Dec-25
University of Western Cape	90.84	3	25-Apr-25
University of Johannesburg	90.52	3	30-May-25
NMMU	80.91	4	11-Nov-25
University of the Free State	80.52	4	18-Jul-24
University of Witwatersrand	80.50	4	11-Dec-25
University of Stellenbosch	61.01	8	18-Dec-25
Rhodes University	58.87	8	28-Nov-24
University of Pretoria	61.69	8	23-Nov-22
CPUT	28.48	N/C	16-April-26

Strategic Benefits for SU

For SU, the Scorecard serves as a lever for funding, partnerships, commercial contracts, local economic impact, and reputation.



**Aligns with
SU's
transformation
goals**

Links values and plans to clear, measurable indicators to show progress.



**Unlocks funding,
commercial
contracts &
partnerships**

Makes SU a trusted partner for government, business, and donors who want to support transformation.



**Guides
responsible
procurement**

Directs more spending to black-owned and small local suppliers, supporting job creation and the local community.



**Strengthens
trust and
reputation**

Shows that SU is not only an academic institution but also a partner in building a fairer, more inclusive society.



**Provides
accountability**

Gives leaders, council, and stakeholders a recognised tool to track and report on real transformation outcomes.

Risks and Challenges



Governance & Alignment

- Unclear accountability: Responsibilities for B-BBEE transformation actions are spread across different units.
- Need for strong leadership buy-in: Council and senior leaders must champion the Scorecard as a strategic tool.
- Better integration required: Transformation goals need to be embedded in SU's existing plans and reporting systems.
- Low engagement at the line-manager level, resulting in plans not being implemented.



Funding & Financial

- Sustained funding required for Skills & ESD (Multi-year budgets)
- Potential trade-offs with core academic priorities



Reputation & Stakeholders

- Risk of being perceived as compliance-driven ("box-ticking").
- Scrutiny from media, civil society and students.
- Need to frame Scorecard as a tool for authentic transformation.



Data & Reporting

- Complex cross-departmental data requirements.
- Documentation needed for audit and verification.
- Capacity and systems needed for timely, reliable reporting.

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JW ▾

What barriers do you experience in supporting B-BBEE transformation?

All responses to your question will be shown here

Each response can be up to 200 characters long

Turn on voting to let participants vote for their favorites



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How familiar are you with B-BBEE in the context of universities?

Very familiar

Somewhat familiar

Hard to tell, but unsure

Not familiar at all

What barriers do you experience in supporting B-BBEE transformation?

How can B-BBEE be integrated into your work / KPAs?



Pillars of the B-BBEE strategy



Management
Control

"Our people"



Skills
Development

*"Develop
our students and
people"*



Enterprise and
Supplier
Development


*"Develop
entrepreneurs and
our suppliers"*



Socio-Economic
Development

*"Develop the
community we serve"*

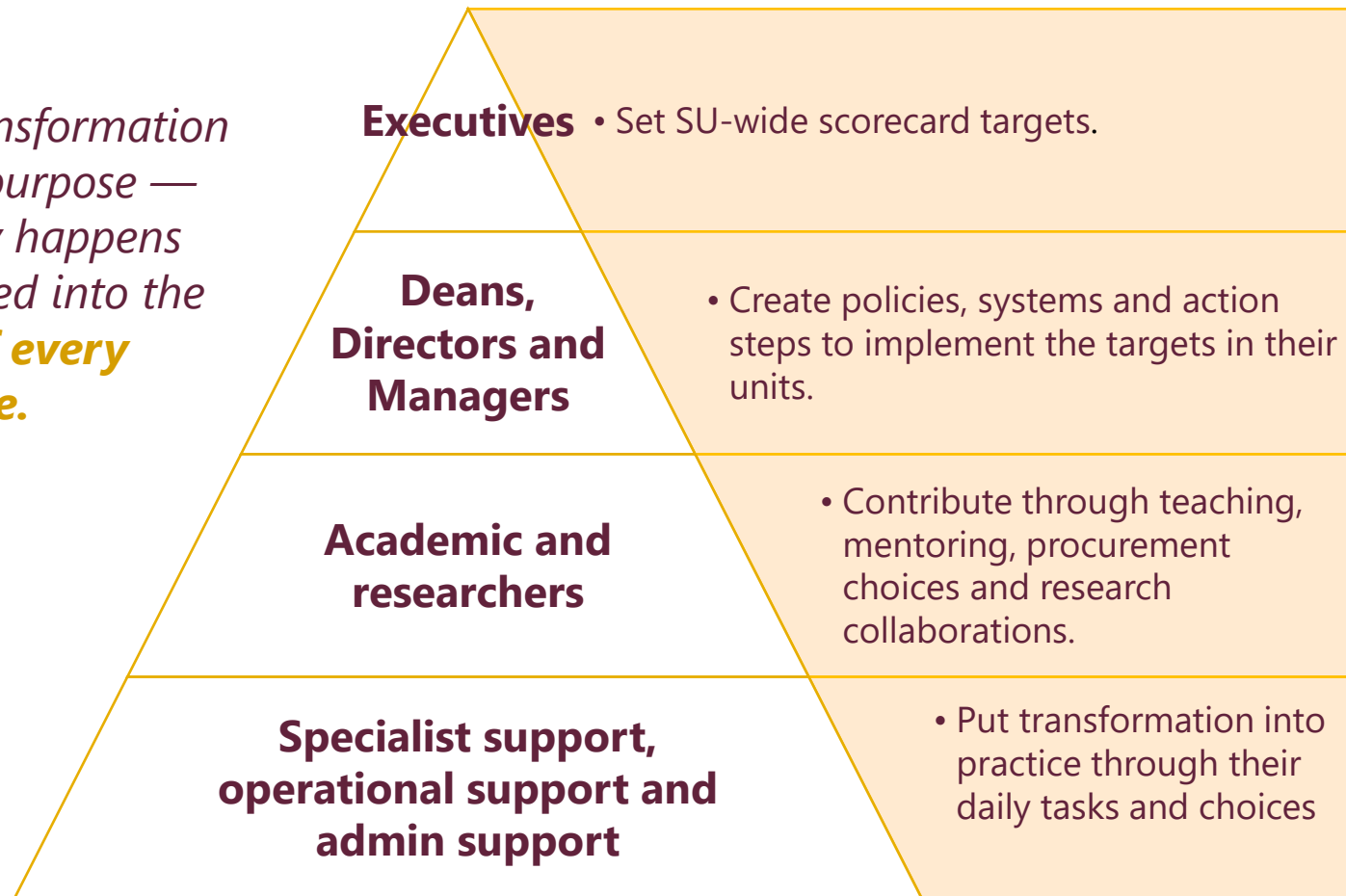
SU Gap Analysis

Element	Weighting	Score FY2023	Level 6	Level 4
Management Control	20	11.96	11.24	11.24
Skills Development	25 <div>Priority: 10 points</div>	15.62	15.00	15.00
Preferential Procurement	30 (+2) <div>Priority: 12 points</div>	26.93	27.00	30.00
Enterprise and Supplier Development	20 (+2) <div>Priority: 2; 6 points</div>	1.50	15.00	21.00
Socio-Economic Development	5	5	5	5
Total	100 (+4 bonus)	61.01	73.24	82.24
B-BBEE level (before discounting)		 Level 7	Level 6	Level 4
B-BBEE level (after discounting)		Level 8	Level 6	Level 4

Making B-BBEE Transformation Practical

How do we take this forward?

*A values-driven transformation strategy inspires purpose — but progress only happens when it is translated into the **daily work of every employee.***



From Scorecard to KPA's

Examples:

Employee Group	Most Relevant Scorecard Elements	Typical KPA Examples
Executive Leadership (Rector, DVCs, Deans)	Employment Equity, Skills Development, Procurement, ESD, SED	• Set SU-wide EE and procurement transformation targets
		• Allocate resources for Skills Dev, ESD, SED
		• Champion partnerships with government, business & donors
		• Integrate B-BBEE reporting into strategic plans
Faculty & Support Managers / Directors	EE, Skills Development, Procurement	• Meet EE recruitment and promotion goals in their units
		• Ensure budgeted training spend benefits designated staff
		• Direct spend to compliant suppliers
		• Report transformation data on time

From Scorecard to KPA's

Examples:

Employee Group	Most Relevant Scorecard Elements	Typical KPA Examples
Specialist Support (e.g., HR, Finance, Procurement, Bursary Office)	EE, Skills Development, Procurement, ESD, SED	• Provide policies, systems & data for EE recruitment & promotions
		• Manage B-BBEE-compliant supplier database
		• Structure bursaries, learnerships, and internships to qualify
		• Track and verify SED and ESD contributions
Academic Staff (Teaching)	EE, Skills Development	• Mentor and supervise black postgraduate students
		• Integrate employability and entrepreneurship in curriculum
		• Participate in outreach and tutoring for underserved schools

B-BBEE Vision



*When values guide action, and
action is measured,
transformation becomes real
and sustainable.*

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How can B-BBEE be integrated into your work / KPAs?

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How familiar are you with B-BBEE in the context of universities?

Very familiar

Somewhat familiar

Neutral / I'm not sure

Not familiar at all

What barriers do you experience in supporting B-BBEE transformation?

How can B-BBEE be integrated into your work / KPAs?



Questions

