

**Evaluation of Black Economic Empowerment (BEE) Policy  
Implementation in the Ngaka Modiri Molema District,  
North West Province, South Africa**

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**ABSTRACT** Black Economic Empowerment (BEE) is a precondition for a truthful and meaningful transformation of the socio-economic landscape in the country in general, and Ngaka Modiri Molema District in particular. This is so, because BEE has been identified by the present South African government as one of the key areas that need to be tackled in order to address and redress the past inequalities and inequities inherited from the apartheid regime. Four pertinent themes that are the prerequisite for sustainable BEE at local government level were adopted and used as a basis for this analysis. These themes are: (1) development and support of small, medium, and micro enterprises, (2) job-creation, (3) poverty alleviation, and (4) entrepreneurial skills development. Using qualitative paradigm and the corresponding research design, as well as employing qualitative data collection methods such as participant observation, in-depth interviewing; and case studies as well as data analysis techniques such as content analysis, document analysis and case analysis, the article focused on the management's capacity to enhance the functionality and performance of BEE in the District. It also explored the adequacy and/or the inadequacy of the BEE policies, plans, strategies and procedures. The findings revealed that management's capacity to enhance the functionality and performance of BEE could not be easily ascertained due to the fact that the responsibilities and accountability pertaining to the implementation of BEE were non-existent. With regard to the adequacy and/or inadequacy of the BEE policies, plans, strategies, and procedures, it was established that managers in the District failed to establish relevant and adequate BEE policies, plans, strategies, and procedures for the entire District and thus contributing negatively to the functionality and performance of BEE. Based on these findings the article suggested "the all-inclusive participatory BEE model" and recommended it for the transformation of the functionality and performance of BEE in the District.