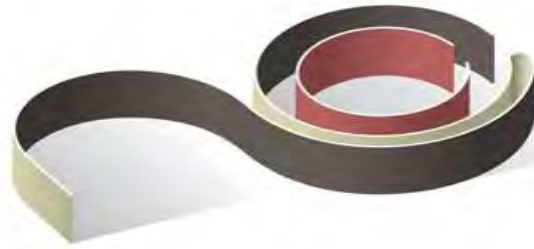


National Consumer Commission

Annual Performance Plan

2020/2021



NATIONAL CONSUMER COMMISSION

VERSION CONTROL				
Version	Date	Revised by	Reason	Sections affected
V1	25 March 2020			
V2	25/10/2020	JV	Alignment with Revised Framework for Strategic Plans	PART D. insertion of TID profiles

Abbreviations and commonly used acronyms

CPA	-	Consumer Protection Act No. 68 of 2008
the dtic	-	Department of Trade, Industry and Competition
CGSO	-	Consumer Goods and Services Ombud
DPSA	-	Department of Public Service and Administration
HR	-	Human resource/s
ICT	-	Information and communications technology
MIOSA	-	Motor Industry Ombud of South Africa
NCC/ Commission	-	National Consumer Commission
NRCS	-	National Regulator for Compulsory Specifications
NCT	-	National Consumer Tribunal
PFMA	-	Public Finance Management Act
SABS	-	South African Bureau of Standards

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Executive Authority Statement



Mr Ebrahim Patel - Minister of Trade, Industry and Competition

The Revised Annual Performance Plan 2020/21, is hereby submitted in accordance with the Revised Framework on Strategic and Annual Performance Plans.

MR EBRAHIM PATEL
MINISTER OF TRADE, INDUSTRY AND COMPETITION

Accounting Officer Statement

I am pleased to present this Annual Performance **Plan of the National Consumer Commission (“the NCC”)**. This plan provides details of the specific performance measures in relation to the **NCC’s strategic goals that it has** committed to.

The NCC was established in terms of section 85 of the CPA and began exercising its mandate with effect from 1 April 2011.

The NCC, has slowly, but surely begun entrenching itself as a key consumer protection regulator in South Africa, within the SADC region and on the African continent as a whole. It has begun to take up consumer issues that have a serious negative impact on a significant number of consumers. Consumer rights relative to the expiry of data coupled with the forfeiture of unused data is but one example. Another example is that which relates to the timeshare enquiry that the NCC commenced with in the 2017/ 18 financial year. The timeshare enquiry report has been issued in 2018/19 and the recommendations will have to be given effect to in this strategic period. The involvement of the NCC in the recall of unsafe consumer products from the marketplace has been increasing over time. The **NCC’s work** in this area will continue and gain momentum over this strategic period. In pursuance of its mandate to enable consumers to enjoy their right to privacy in relation to direct marketing, the NCC has commenced the planning, establishment and operation of the Opt Out Register (Registry). All in all, despite its limited resources, the NCC intends delivering on these complex tasks, over this strategic period.

The NCC has been consistently enrolling with and arguing matters, on behalf of consumers, at the National Consumer Tribunal (NCT). Thus far, it has received mainly favourable outcomes in such matters disposed of at the NCT. In the process, precedents are being established and the jurisprudence in relation to consumer protection law is fast developing. The NCC will, in this strategic period, continue in its endeavours to enforce the rights of consumers at the different fora.

In line with the consumer policy of the dtic, the NCC has to work closely with other key stakeholders to promote the resolution of consumer complaints. Hence, one of its focus areas is its engagement with targeted industries/ sectors on the submission of industry codes and the expansion of alternate dispute resolution schemes in South Africa. The NCC has enjoyed some success in this regard, now that the ombud schemes for the motor industry

and the consumer goods and services industry have been accredited by the Minister of Trade, Industry and Competition. The NCC has recommended the accreditation of another two ombud schemes in the 2016/17 year, which are the Franchise Association of South Africa and the Advertising Standards Authority of South Africa. It is envisaged that other similar schemes will be recommended for accreditation by Minister. The NCC has, over time, been working closely with the provincial consumer protection authorities and other key regulators involved in consumer protection. The NCC chairs the Consumer Protection Forum (CPF). A key project of the CPF over this strategic period is to harmonise consumer protection throughout the Republic. I am very encouraged that the NCC is also involved with consumer protection at the Southern African Development Community (SADC) level, which requires the promotion of consumer protection amongst member states. The NCC plays a key role in the Competition and Consumer Laws and Policies Committee of SADC. The harmonisation of competition and consumer protection laws within the region is a key project that the NCC will be involved in, thus contributing to the government's priority of 'Increase intra Africa Trade'

This Annual Performance Plan is aligned to the South African consumer policy prerogatives as espoused in the CPA. Being a creature of statute, the NCC must focus on its key legislative mandate. The strategic, annual performance and business/operational plans remain highly ambitious in view of the fact that the NCC has very limited resources. However, despite these challenges, I commit to the implementation of this Annual Performance Plan. I urge the staff of the NCC, our colleagues in each provincial consumer protection authority and the accredited ombuds to also work with the NCC with commitment and zeal. It is of immense importance for the economy of South Africa and for consumers in particular, that little or no room is left for unscrupulous business to operate within the borders of the Republic of South Africa.



Ms Thezi Mabuza
Acting Commissioner


Official Sign Off

It is hereby certified that this Annual Performance Plan:

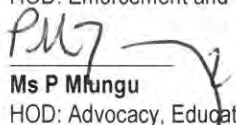
- Was developed by the management of the NCC under the guidance of the Executive Authority;
- Takes into account all the relevant policies, legislation and other mandates for which the NCC is responsible;
- Accurately reflects the impact, outcomes and outputs which the NCC will endeavour to achieve over the period from 1 April 2020 to 31 March 2021.


Mr Anton Van Der Merwe
HOD: Corporate Services and
Chief Financial Officer

26 March 2021
Date


Ms P Mbilwa
HOD: Enforcement and Investigations


26/03/21
Date


Ms P Mlungu
HOD: Advocacy, Education and Awareness

26/03/21
Date


Mr J Mbeje
HOD: Legal

26 March 2021
Date


Mr J. Selolo
Company Secretary

26/ March 2021
Date


Ms T Mabuzza
Accounting Authority

26/03/2021
Date

Approved by

Mr Ebrahim Patel
Minister of Trade, Industry and Competition

Date

PART A: MANDATE OF NCC

1. Updates to the relevant legislative and policy mandates

Consumer Protection Act 68 of 2008:

The NCC is established in terms of Section 85 of the Consumer Protection Act No. 68 of 2008 (CPA) with jurisdiction throughout the Republic of South Africa.

Reporting by NCC

The NCC reports to the Department of Trade, Industry and Competition (the dtic), particularly to the Minister, the dtic's Public Entity Oversight Unit and to its Consumer and Corporate Regulation Division (CCRD).

The CCRD has, as one of its key roles, the creation of *“credible institutions for enforcement and implementation of regulatory instruments”*.

NCC Responsibility in terms of the CPA

The NCC is charged with the responsibility to enforce and carry out the functions assigned to it in terms of the CPA.

Consumer Protection Act Aims

The CPA seeks to promote a fair, accessible and sustainable marketplace for consumer products and services and for that purpose, to establish national norms and standards relating to consumer protection.

It further seeks to provide for improved standards of consumer information, to prohibit certain unfair marketing and business practices, to promote responsible consumer behaviour and to promote a consistent legislative and enforcement framework relating to consumer transactions and agreements.

Disputes between Consumers and Suppliers

The CPA makes it clear that the NCC must promote the resolution of consumer complaints but that it is not responsible for intervening directly therein. This means that the NCC is not expected to be involved in the conciliation or mediation of disputes between consumers and suppliers unless the parties consent to a settlement of the dispute during the course of an investigation.

Access to Redress

Ordinarily, disputes amongst consumers and suppliers, if not resolved amongst themselves, are dealt with by provincial consumer protection authorities and the Ombud schemes accredited by Minister. Increased involvement of provincial consumer protection authorities in the conciliation and mediation of disputes between consumers and suppliers have been promoted and encouraged by the NCC and the dtic.

The main functions of the NCC, insofar as consumer complaints are concerned, are to:

- Promote the resolution of disputes between consumers and suppliers;
- Promote compliance with the CPA through advocacy, education and awareness;
- Conduct investigations against suppliers allegedly engaging in prohibited conduct; and to
- Prosecute suppliers who have contravened the CPA.

2. Updates to Institutional Policies and Strategies

For this current administration, government has set seven national priorities listed below:

1. Economic Transformation and Job Creation
2. Education, Skills and Health
3. Consolidating the Social Wage through Reliable and Quality Basic Services

4. Spatial Integration, Human Settlements and Local Government
5. Social Cohesion and Safe Communities
6. A Capable, Ethical and Developmental State
7. A better Africa and World Create a better South Africa and contribute to a better and safer Africa and World.

The NCC as an organ of state, has through its alignment with the **dtic's key priorities, also aligned to Government's key national priorities as espoused in the government's overall mandate to the people of South Africa. The NCC's** work as per its legislative mandate contributes to priorities 1 and 7.

The most important policies and strategies that the NCC plans to continue or initiate in the five year planning period are to promote:

1. Accessible consumer protection by monitoring alternate dispute resolution schemes accredited by Minister **for** functionality and efficiency and creating awareness on the rights and obligations amongst consumers and suppliers.
2. A fair marketplace by conducting investigations into the conduct of suppliers of goods and services which conduct is in contravention of the CPA and prosecuting (at the National Consumer Tribunal) those suppliers who have been found to be in breach of the CPA;
3. The supply of Safe Goods to consumers by administering and recalling unsafe, failed, defective or hazardous goods

3. Updates Relevant Court Rulings

The NCC continually reviews key decisions of the National Consumer Tribunal, High Courts and Constitutional Court. It evaluates the potential impact of these decisions on its mandate and functions. The impact is considered during planning processes.

In line with its Strategic Plan, the NCC continuously assesses the need for and submits recommendations to Minister for the accreditation of industry codes. As part of its monitoring function, the NCC constantly analyses the recommendations/ decisions of accredited alternative dispute resolution

(ADR) schemes with a view to determining trends and emerging concerns for both consumers and business. These schemes are a critical part of creating and expanding the dispute resolution platform for dealing with disputes between consumers and suppliers.

The Financial Sector Conduct Authority, in line with the Financial Sector Regulation Act, is now responsible for protecting customers of financial services firms and improving the way financial service providers conduct their business. The business practices of banks, long term and short term insurers are no longer regulated by the CPA. However, it must be understood that the CPA is the current yardstick for the protection afforded to consumers in general, whichever sector consumers transact in. The NCC remains supportive of regulators seeking to protect consumers provided that these regulators are enabled to provide an equivalent or better protection to consumers than that which is contained in the CPA. This is intrinsic to the CPA and consumer protection policy.

Part B: STRATEGIC FOCUS OF THE NCC

4. Updated Situational Analysis

The National Consumer Commission is the primary regulator of consumer business interaction in South Africa, established by the Department of Trade, Industry and Competition, in line with the Consumer Protection Act (CPA), Act 68 of 2008.

The NCC is driven by its Legislative and other mandates.

The Situational Analysis has been conducted through a SWOT Analysis, the results of which are presented below:

STRENGTHS		WEAKNESSES	
1. Expertise and Skills	2. Legislative Mandate	1. Capacity (People)	2. IT Support
3. Experience	4. Good Working Relationships	3. Resources (Finances)	4. Role Clarification
5. Credibility		5. Technical Skills	
OPPORTUNITIES		THREATS	
1. Collaboration (with other regulators)	2. Use of ICT	1. Safety and Security of Personnel	2. Undue Political Interference
3. Internal Development	4. Capacity Building	3. None Compliance by Suppliers	4. Failure to Investigate and Prosecute
5. Can Influence Legislative Changes		5. Lack of Co-operation from Industry Players	

4.1. External Environment Analysis

Consumer protection is an integral part of a modern, efficient, effective and just market place. Confident consumers are one of the important drivers of competitiveness. By demanding competitive prices, improved product quality and better service, consumers provide an impetus for innovation and enhanced performance by business. The CPA is a critical part of the dtic's **overall strategy to improve the competitiveness of business in South Africa.**

In implementing the revised consumer protection framework, the dtic's **intention was to create an environment where a culture of consumer rights and responsibilities prevail.** Such an environment is not only beneficial to consumers but to business as well. The enforcement of the CPA assists in regulating the conduct of suppliers of goods and or services to consumers. If business conduct is left unchecked, unethical and unscrupulous suppliers will merely serve to hinder the creation of a fair, competitive and equitable environment for all. Prior to the enactment of the CPA, South Africa lagged behind other international jurisdictions in protecting its consumers. The global and domestic trading environment has changed significantly over time. Markets have opened up and there has been a significant increase in the movement of people, goods and services across borders. The incidence of scams and unfair practices, on the other hand, has become more sophisticated.

i. The need to enforce the CPA is critical to:

- establishing a legal framework for the achievement of a fair, accessible, responsible and sustainable market;
- reducing any disadvantages experienced in accessing the supply of goods and services by low income, low literacy, rural and vulnerable consumers;
- Promoting fair business practices;
- Protecting consumers from unfair and deceptive conduct;
- Improving consumer awareness; and
- Providing for an accessible, efficient and effective system of redress;

ii. The CPA applies to:

- Suppliers (for profit or non-profit) that promote or supply goods or services to consumers across all sectors of the economy, unless exempted;
- Government institutions or any entity contracted by the state to provide goods or services to consumers;
- Franchise offers, solicitations and agreements; and to
- Any business to business transaction subject to a stipulated two-million-rand turnover per annum threshold.

Consumer Protection is a concurrent functional area of national and provincial legislative competence. Provincial consumer protection authorities exist in all provinces. Provincial consumer courts have jurisdiction over complaints of unfair business practices in terms of their respective legislation. A consumer court can order appropriate redress to a consumer in terms of a provincial legislation which created it. The NCC has been in continuous discussions with provincial consumer protection authorities to effectively deal with consumer/ supplier disputes that arise in their respective provinces and to ensure that their consumer courts are fully functional. Strategies to implement decisions taken during discussions with all provinces are underway.

Prior to placing reliance on provincial consumer protection authorities to ensure redress for consumers, the Minister of Trade, Industry and Competition accredited the Motor Industry Ombud (MIOSA) and the Consumer Goods and Services Ombud (CGSO) as the Alternate Dispute Resolution agents. Following the accreditations, all consumer complaints related to the motor industry and to the fast moving consumer goods industries are now mainly dealt with by the MIOSA and CGSO. Complainants are encouraged to refer their complaints directly to these ombuds. The NCC and the accredited ombuds have developed mechanisms and or entered into arrangements in relation to the reporting of performance and utilization of resources. The NCC will continue to monitor the effectiveness of these accredited schemes.

The demand for investigating conduct suppliers alleged to be contravening the CPA is increasing. The NCC is unable to investigate every consumer complaint. This is neither possible nor feasible given the resources at its disposal. Instead, the NCC will continue to focus on the investigation of mainly systemic unfair conduct, based on criteria that are in line with its enforcement strategy. Investigations will be conducted so as to promote market

integrity and transparency by addressing unethical or unscrupulous conduct and promoting better disclosure of information. Apart from the enforcement criteria, investigations and or other regulatory interventions by the NCC, are informed by research and complaints trend analysis. The NCC intends increasing its access to consumer complaints databases in order to obtain better and more reliable trends analysis. This approach is in line with international practice (of like regulators).

Consumer safety will invariably be promoted so as to ensure that consumers are supplied with not only reliable goods and services but also goods that are safe for consumer health and life as well as for the environment. In order to promote the supply of safe consumer goods and services, the NCC will continue working closely with, amongst others, regulators, South African Revenue Services (SARS), the National Regulator for Compulsory Specifications (NRCS); South African Bureau of Standards (SABS), the Department of Agriculture, Forestry and Fisheries and the Department of Health. The facilitation and monitoring of recalls of unsafe products is a critical function of the NCC. In the absence of its own product testing facilities, coupled with the lack of financial resources that are normally associated with product tests, the NCC will continue to rely on entities like NRCS and SABS. The scanning of reported product recalls by regulators in other jurisdictions has been factored in.

It is still evident that the vast majority of consumers do not lodge complaints. Consumers who are unaware of their rights as consumers, will not complain. The genuine need **to increase awareness of consumers' rights remain. It is also evident, that whilst suppliers are aware of their obligations** in terms of the CPA, this is not the case for all suppliers. A greater need exists for small and medium enterprises to be made aware of their obligations. The NCC intends to continue encouraging suppliers to comply with the consumer protection legislative framework. Awareness does lead to increased compliance. To this end, awareness initiatives for both consumers and suppliers are **intrinsic to the NCC's enforcement function.**

Following the receipt of a qualified audit in the 2012-13 financial year, the NCC subsequently focused on implementing compliance related processes so as to enable it to comply with the PFMA, Treasury Regulations and directives. This resulted in the NCC receiving unqualified audit opinions for the 2013-14; 2014-15; 2015-16; 2016-17, 2018-19 financial years and a clean audit for the 2017/18 financial year. The compliance burden on the NCC has been increasing. This **impacts on all officials and on the NCC's efficacy to deal with its core mandate.**

The NCC had changed its strategy in the 2012/13 financial year and further revised it in 2015/16, then in 2017/18 and finally in 2019 to be in line with its legislative mandate. This document is therefore reflective of **the NCC's revised strategy in line with recommendations made by the Executive Authority**.

4.2. Internal Environment analysis

4.2.1 Background

The NCC is an organ of state and is a Schedule 3A entity in terms of the PFMA. The entity is established by section 85 of the CPA.

In terms of section 87 of the CPA, the Commissioner of the NCC is responsible for all matters pertaining to the functions of the NCC and is required to hold office for an agreed term, not exceeding five years. Provision is however made for reappointment on expiry of an agreed term of office.

The Commissioner is the accounting authority for the NCC, duly assisted by the Deputy Commissioner and as such, is responsible for all income and expenditure of the NCC; revenue collected by the NCC; assets and the discharge of all liabilities of the NCC; as well as the proper and diligent implementation of the PFMA in relation to the NCC. Thus, Parliament, the Executive Authority and the Commissioner are responsible for corporate governance.

The Commissioner has, as permitted, assigned management and or other duties to employees with appropriate skills to assist the NCC in the management, or control over the functioning of the entity by way of written and approved delegations of authority. Certain powers or functions have been duly delegated to suitably qualified employees of the NCC. However, such delegation does not divest the Commissioner of responsibility for the exercise of any power or performance of any duty.

The Minister has designated a Deputy Commissioner to assist the Commissioner and to perform the functions of the NCC whenever the Commissioner is unable, for any reason, to perform the functions of the Commissioner; or when the position of the Commissioner is vacant. The Minister of Trade, Industry and Competition, **in consultation with the Minister of Finance, determines the Commissioner's and Deputy Commissioner's remuneration, allowances, benefits and other terms and conditions of employment.**

Parliament, through the Portfolio Committee on Trade, Industry and Competition (Portfolio Committee), exercises its oversight role through evaluating the performance of the NCC by interrogating its strategic and annual performance plans, quarterly reports, annual financial statements, performance information and other relevant documents which have to be tabled in Parliament from time to time.

Oversight by the Executive Authority rests by and large on the prescripts of the PFMA. The PFMA grants authority to the Executive Authority for the exercise of its oversight powers. The Executive Authority, annually, also enters into a Shareholders Compact with the NCC and a performance agreement with the Commissioner. A Compliance Schedule is included as part of the Shareholders Compact indicating the deliverables and due dates of all documents as stipulated in the PFMA, Treasury Regulations and the Shareholders Compact. Compliance is reported on a quarterly and annual basis, whereas management accounts are required to be submitted monthly. Reports are also provided from time to time on matters of significance.

Insofar as trade union activity is concerned, the NCC has entered into a recognition agreement with NEHAWU. As it stands, the NCC has adopted the salary scales, benefits and increments as determined by the Minister of the Department of Public Service and Administration. This does not imply that the NCC is not a Schedule 3A entity, in terms of the PFMA.

The process embarked upon by the Executive Authority, of facilitating the establishment of bargaining chambers for its entities, is close to finalization. Once these chambers are in operation, the NCC will bargain on salary increments and benefits. NCC officials are members of the GEPPF. NCC officials

are prevented by the Government Employees Medical Scheme (GEMS) from participating in GEMS. However, the usual benefits applicable to employees as negotiated at the PSCBC in relation to employees on levels 1-12 are, wherever possible, is also granted to NCC employees on these levels.

Corporate governance at the NCC embodies processes and systems by which public entities are generally directed, controlled and held to account. In addition to legislative requirements based on the CPA, corporate governance is applied through the precepts of the PFMA and run in tandem with the principles contained in the King Reports on Corporate Governance.

In line with the requirements of the PFMA, the NCC has an Audit and Risk Committee. The membership thereof is made up of independent persons. The said Committee also provides for one ex-officio member to serve thereon at the behest of the Executive Authority.

Risk management is integral to corporate governance at the NCC. A risk strategy is implemented and revised from time to time. A risk register is in place and monitored regularly and reported on at Audit and Risk Committee meetings. Internal audit and risk management committees were also established and are functional.

Internal audit assists the Accounting Authority in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement. The NCC has outsourced the internal audit function. Internal audit, in consultation with and the approval of the Audit and Risk Committee, ordinarily prepares and submits –

- a) a rolling three-year strategic internal audit plan based on its assessment of key areas of risk for the institution, having regard to its current operations, those proposed in its Strategic Plan and its risk management strategy;
- b) an annual internal audit plan for the first year of the rolling three-year strategic internal audit plan;

- c) plans indicating the proposed scope of each audit in the annual internal audit plan; and
- d) reports to the Audit and Risk Committee detailing its performance against the annual internal audit plan, to allow effective monitoring and possible intervention.

Internal Audit reports administratively to the Accounting Authority and functionally to the Audit and Risk Committee. The function is independent of activities that are audited, with no limitation on its access to information **or to parties within the NCC or any of NCC's stakeholders.**

The NCC has approved a Fraud Prevention Plan (Plan) which is regularly canvassed with NCC officials. Thus far, no acts of fraud have been reported to have occurred over the last six years. In terms of the Plan, mechanisms are in place to report fraud and corruption. In order to promote fraud prevention, a whistleblowing policy is in place which makes provision for officials to make confidential disclosure about suspected fraud and corruption.

4.2.2 Capacity to Deliver

The NCC is made up of 85 officials. This includes support staff involved in human resources, information technology, finance, supply chain management, research and officials involved in administration in the various divisions. The position of the Commissioner has been vacant since 31 May 2019. The officials of the NCC fall within the following divisions:

1. Administration (Corporate Services and Office of the Commissioner);
2. Legal Services;
3. Enforcement and Investigations;
4. Advocacy, Education and Awareness; and
5. Research and Knowledge Management.

As at 31 March 2019, the structure of the NCC was as follows:

Positions	Funded Posts
Top Management	2
Senior Management	15
Professional (qualified)	23
Skilled	8
Semi-Skilled	37
Total Funded Posts	85

Approximately 44% of the staff are classified as Semi Skilled.

4.2.3 BEE Status

As at August 2019, the NCC was deemed non-compliant for purposes of BEE. The entity is seeking to ensure that it is compliant as soon as possible.

4.2.4 Status of the institution regarding women, youth and people with disabilities

The status of the NCC in relation to its equity targets as at 31 March 2020 are as follows:

DISABLED STAFF								
LEVELS	African		Coloured		Indian		African	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	-	-	-	-	-	-	-	-
Senior Management	-	-	-	-	-	-	-	-
Professional qualified	-	-	-	-	-	-	-	-
Skilled	-	-	-	-	-	-	-	-
Semi-skilled	1	-	-	-	-	-	-	-
TOTAL	1	0	0	0	0	0	0	0
FEMALE								
LEVELS	African		Coloured		Indian		African	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	1	-	-	-	-	-	-	-
Senior Management	4	-	-	1	-	-	-	-
Professional qualified	8	-	-	-	-	-	-	1
Skilled	4	-	-	-	-	-	1	-
Semi-skilled	16	-	-	2	-	-	-	3
TOTAL	33	0	0	3	0	0	1	4

PART C: MEASURING **NCC's** PERFORMANCE

5 Institutional Programme Performance Information

5.1 Outcomes, Outputs, Performance Indicators and Annual Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Programme 1: To promote accessible consumer protection									
To promote accessible Consumer Protection system	1. Accredited Ombud Scheme/s monitored regularly	Assessment reports on accredited Ombuds approved by the Commissioner	Achieved. Received and assessed quarterly reports from accredited ombuds in line with published codes of conduct or as agreed with the Ombud. Compiled quarterly assessment reports and submitted to Executive Authority as part of quarterly reports.	Achieved. Submitted assessment reports to Executive Authority (one per quarter on each accredited Ombud Scheme).	Not Achieved. Assessment reports, (one per quarter on each accredited Ombuds Scheme) submitted to Executive Authority in relation to 3 quarters.	Submit Assessment reports on accredited ombuds approved by the Commissioner	Submit assessment reports (one per quarter on each accredited Ombud Scheme) to the Commissioner for approval	Submit assessment reports (one per quarter on each accredited Ombud Scheme) to the Commissioner for approval	Submit assessment reports (one per quarter on each accredited Ombud Scheme) to the Commissioner for approval

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	2. Business compliance initiatives conducted	Number of business compliance initiatives conducted	Achieved 15 Business compliance workshops were conducted.	Achieved 18 Business compliance workshops conducted.	Achieved 18 Business Compliance initiatives conducted	12 Business compliance Initiatives conducted	13 Business compliance Initiatives conducted	14 Business compliance Initiatives conducted	15 Business compliance Initiatives conducted
	3. Consumer Awareness initiatives conducted	Number of consumer awareness initiatives conducted	Not achieved. 10 Consumer awareness workshops were conducted.	Achieved 24 Consumer awareness workshops conducted	<i>Achieved 29 Consumer initiatives conducted</i>	24 consumer awareness initiatives conducted	26 consumer awareness initiatives conducted	28 consumer awareness initiatives conducted	32 consumer awareness initiatives conducted
	4. Issue explanatory notes and /or non-binding opinions on the interpretation of provisions of the CPA	Percentage (%) of requests for explanatory notes and /or non-binding opinions on the interpretation of provisions of the CPA provided within a pre-defined time period	Achieved. 100 % of registered requests for explanatory notes and /or non-binding opinions provided well within an average of 20 days	Not achieved. 100 % (186 out of 186) registered requests for explanatory notes and /or non-binding opinions provided within an average of 27 days	Achieved 100 % of registered requests for explanatory notes and /or non-binding opinions provided within an average of 10 days	90 % of registered requests for explanatory notes and /or non-binding opinions provided within an average of 10 days	95 % of registered requests for explanatory notes and /or non-binding opinions provided within an average of 8 days	95 % of registered requests for explanatory notes and /or non-binding opinions provided within an average of 8 days	95 % of registered requests for explanatory notes and /or non-binding opinions provided within an average of 7 days
Programme 2: To promote a Fair Marketplace									
To promote a fair marketplace	5. Investigations conducted and	Percentage of finalized investigation within a	Achieved. Thirty-three (33)	Achieved Thirty-four (34) investigations	Achieved 34 Investigations conducted and reports	80% of approved investigations conducted. Reports with	80% of approved investigations conducted. Reports with	80% of approved investigations conducted. Reports with	80% of approved investigations conducted.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	reports produced.	predetermined time period	investigations conducted. Reports with recommendations produced and approved by Commissioner	conducted. Reports with recommendations produced	with recommendations produced.	recommendations produced in 120 days.	recommendations produced in 114 days.	recommendations produced in 108 days	Reports with recommendations produced in 102 days.
	6. Further enforcement action taken against non-compliant suppliers	Percentage of further enforcement action taken within a predetermined time period.	Achieved. Three applications made to the National Consumer Tribunal to declare certain investigated conduct as prohibited conduct. One of which was a consent order that resulted in a fine being imposed on the Respondent	Achieved. Took enforcement action on 100% of matters approved for further enforcement within 60 days of approval (09 out of 09 matters –filed with NCT)	Not achieved. 67% of matters approved for further enforcement referred to the National Consumer Tribunal within 60 days of approval	Further enforcement action taken against non-compliant suppliers in 90 % of approved matters within 60 days of approval	Further enforcement action taken against non-compliant suppliers in 90 % of approved matters within 50 days of approval	Further enforcement action taken against non-compliant suppliers in 90 % of approved matters within 45 days of approval	Further enforcement action taken against non-compliant suppliers in 90 % of approved matters within 40 days of approval
Programme 3: To Promote the supply of Safe Goods to Consumers									
Promote the supply	7. Administer	Report on all product recalls	Achieved.	Achieved.	Achieved	Produce quarterly reports	Produce quarterly reports	Produce quarterly	Produce quarterly

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
of Safe Goods to consumers	and monitor product recalls	and monitoring thereof.	Produced 4 product recall reports on the administration and monitoring of the product recalls in line with published Product Recall guidelines or as agreed with the supplier.	Produced 4 product recall reports on the administration and monitoring of the product recalls	Produced quarterly reports on the administration and monitoring of product recalls	on the administration and monitoring of product recalls	on the administration and monitoring of product recalls	reports on the administration and monitoring of product recalls	reports on the administration and monitoring of product recalls

5.2 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Programme 1: To promote accessible consumer protection					
1. Assessment reports on accredited Ombuds approved by the Commissioner.	Submit assessment reports (one per quarter on each accredited Ombud Scheme) and submit to Executive Authority	Compile quarterly assessment report (one per quarter on each accredited Ombud Scheme) and	Compile quarterly assessment report (one per quarter on each accredited Ombud Scheme)	Compile quarterly assessment report (one per quarter on each accredited Ombud Scheme) and	Compile quarterly assessment report (one per quarter on each accredited Ombud Scheme) and submit to Executive Authority

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
		submit to Executive Authority	and submit to Executive Authority	submit to Executive Authority	
2. Number of business compliance initiatives conducted	13 Business compliance Initiatives conducted	3 business compliance initiatives conducted.	3 business compliance initiatives conducted.	3 business compliance initiatives conducted.	4 business compliance initiatives conducted.
3. Number of consumer awareness initiatives conducted	26 consumer awareness initiatives conducted	6 consumer awareness initiatives conducted	6 consumer awareness initiatives conducted	7 consumer awareness initiatives conducted	7 consumer awareness initiatives conducted
4 Percentage (%) of requests for explanatory notes and /or non-binding opinions on the interpretation of provisions of the CPA provided within a pre-defined time period	95 % of registered requests for explanatory notes and /or non-binding opinions provided within an average of 8 days	95 % of registered requests for explanatory notes and /or non-binding opinions provided within an average of 8 days	95 % of registered requests for explanatory notes and /or non-binding opinions provided within an average of 8 days	95 % of registered requests for explanatory notes and /or non-binding opinions provided within an average of 8 days	95 % of registered requests for explanatory notes and /or non-binding opinions provided within an average of 8 days
Programme 2: To promote a Fair Marketplace					
5. Percentage of finalized investigation within a predetermined time period	80% of approved investigations conducted. Reports with recommendations produced in 114 days.	80% of approved investigations conducted. Reports with recommendations produced in 114 days.	80% of approved investigations conducted. Reports with recommendations produced in 114 days.	80% of approved investigations conducted. Reports with recommendations produced in 114 days.	80% of approved investigations conducted. Reports with recommendations produced in 114 days.
6. Percentage of further enforcement action taken within a predetermined time period.	Further enforcement action taken against non-compliant suppliers in 90% of approved matters within 50 days approval	Further enforcement action taken against non-compliant suppliers in 90% of approved matters within 60 days of approval	Further enforcement action taken against non-compliant suppliers in 90% of approved matters within 60 days of approval	Further enforcement action taken against non-compliant suppliers in 90% of approved matters within 50 days of approval	Further enforcement action taken against non-compliant suppliers in 90% of approved matters within 50 days of approval
Programme 3: To Promote the supply of Safe Goods to Consumers					
7. Report on all product recalls and monitoring thereof.	Produce quarterly reports on the administration and monitoring of product recalls	Quarterly Report produced on the administration and monitoring of product recalls.	Quarterly Report produced on the administration and monitoring of product recalls.	Quarterly Report produced on the administration and monitoring of product recalls.	Quarterly Report produced on the administration and monitoring of product recalls.

6. Explanation of planned performance over the medium-term period

6.1 Programme 1: To promote accessible consumer protection system

CPA seeks to promote a fair, accessible and sustainable marketplace for consumer products and services and for that purpose, to establish norms and standards relating to consumer protection. Ensuring that consumers have access to redress in their disputes with suppliers is critical to achieving the strategic outcomes and impact. The CPA stipulates rights of consumers and makes provision for consumers to receive access to redress without being burdened by costs. For this reason, the NCC has promoted the establishment and accreditation of ombud schemes to provide dispute resolution services at no cost to the consumer.

In order to ensure that consumers and business are aware of their rights and obligations while transacting, the NCC embarks on awareness initiatives for consumers and promote compliance with the CPA by business through business compliance initiatives. The NCC also provides advisory opinions to suppliers and consumers on provisions of the CPA with the intention of assisting the parties to resolve disputes amongst themselves prior to these being escalated to ombud schemes or to the NCC. In creating awareness on rights and obligations, the NCC uses statistics to determine which vulnerable group to target. The outcomes that the NCC intends achieving with this programme is largely determined by its legislative mandate. The outputs have been determined from an assessment of its past performance, resources and demands placed on the NCC.

6.2 Programme 2: To promote a Fair Marketplace

As indicated in the explanation for programme 1, the CPA seeks to promote a fair, accessible and sustainable marketplace for consumer products and services. The CPA seeks to promote a fair, accessible and sustainable marketplace for consumer products and services and for that purpose, to establish national norms and standards relating to consumer protection. The CPA further seeks to prohibit certain unfair

marketing and business practices, to promote responsible consumer behaviour and to promote a consistent legislative and enforcement framework relating to consumer transactions and agreements.

Hence the NCC is obliged to investigate suppliers and service providers that may have engaged in prohibited conduct. Investigations conducted are formal in nature. Whilst a number of such investigations result in suppliers settling, there are those matters that have to be filed by the NCC at the National Consumer Tribunal (NCT) and provincial courts or referred to other for a like the Equality Court and South African police services. In the event the NCT or consumer court finds in favour of the NCC, the NCC would generally argue for redress and for a penalty to be imposed on the supplier or service provider. The proceedings at the NCT and consumer courts are very formal and akin to a court of law. Given its resource constraints, the NCC is unable to investigate every complaint or for that matter, file every matter with the NCT. NCC considers the impact that a matter will have, not just on the number of consumers this could assist, but also on developing and expounding critical provisions of the CPA.

The outcomes that the NCC intends achieving with this programme is largely determined by its legislative mandate. The outputs have been determined from an assessment of its past performance, resources and demands placed on the NCC.

6.3 Programme 3: To promote the supply of safe goods to Consumers

Consumer safety will invariably have to be promoted by the NCC so as to ensure that consumers are supplied with not only reliable goods and services but also goods that are safe for consumer health and life as well as for the environment. In order to promote the supply of safe consumer goods and services, the NCC will continue working closely with, amongst other regulators, the National Regulator for Compulsory Specifications (NRCS); South African Bureau of Standards (SABS), National Metrology Institution of South Africa (NMISA) the Department of Agriculture, Forestry and Fisheries and the Department of Health. The facilitation and monitoring of recalls of unsafe products is a critical function of the NCC. In the absence of its own product testing facilities, coupled with the lack of financial resources that are normally associated

with product tests, the NCC will continue to rely on entities like NRCS, NMISA and SABS. The scanning of product recalls by regulators in other jurisdictions has been factored in.

The outcomes that the NCC intends achieving with this programme is once again determined by its legislative mandate. When there are unsafe goods in the marketplace then the resulting harm would impact on all consumers that use the product. The outputs have been determined from an assessment of its past performance, resources and demands placed on the NCC.

7. Programme Recourse considerations

Budget Allocation for Programmes as per ENE:

	2019/20			2020/21			2021/22			2022/23
	Budget estimate	Approved budget	Changes from approved budget	Budget estimate	Revised budget estimate	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Planning Budget Estimate
<u>Objective/Activity</u>										
Administration	27,333	26,883	(450)	28,872	21,829	(7043)	30,324	30,203	(121)	31,557
Promote consumer protection and safety	24,528	24,558	30	25,803	25,684	(119)	27,362	27,242	(120)	28,304
Promote reform of consumer policy and compliance with consumer protection legislation	7,766	8,166	400	8,242	8,242	-	8,722	8,722	-	8,782
Promote public awareness of consumer protection matters	565	585	20	582	582	-	582	582	-	604
	60,192	60,192	-	63,499	56,337	(7,162)	66,990	66,749	(241)	69,247

Expenditure analysis

The NCC ensures compliance with the Consumer Protection Act by regulating the conduct of suppliers that transact with consumers. Over the MTEF period, the Commission will continue to focus on: Conducting investigations against suppliers allegedly engaging in prohibited conduct; promoting the resolution of disputes between consumers and suppliers; and promoting compliance with the Act through advocacy, education and awareness. Activities include conducting education and awareness campaigns, and investigating the conduct of suppliers, facilitating the resolution of disputes between consumers and suppliers in a speedy, cost-effective, fair and transparent manner, while enforcing the Consumer Protection Act (2008) and filing and arguing matters against suppliers at the National Consumer Tribunal. These activities will be carried out at a projected cost of R81.2 million over the MTEF period. The details of the activities are contained in item 5 hereinbefore.

Total expenditure amounts to R199.3 million over the period ahead, decreasing at an average annual rate of 2.1 percent, from R71.5 million in 2018/19 to R67 million in 2021/22. The decrease is due to a once-off allocation of R13.8 million in 2018/19 for the opt-out register project.

A further decrease of the budget during the 2020/21 of R6,9 million as a result the total budget for this year is R56.3 million.

The commission derives 97 percent (R192.0 million) of its revenue over the medium term from transfers from the department, with the remainder generated from interest on investments.

8. Updated Key Risks and Mitigations from SP

Strategic Risks		
Outcomes	Key Risk	Risk Mitigation
To promote accessible Consumer Protection	1. Unstable ICT systems	1.1. Procurement of ICT infrastructure 1.2. Implementation of DRP 1.3. Implementation of a case management system
To promote a fair marketplace	2. Ineffective channels of communication 3. Lack of agility to adapt to changing unfair market practices	2.1 Use of technology (website) in sharing information with consumers and suppliers 2.2 Implementation of social media strategy 3.1 Continuous skills development of staff 3.2 Sourcing of services of experts specializing in particular business conduct

9. Public Entities

N/A

10. Infrastructure Projects

No.	Project Name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	Current Year Expenditure
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

11. Public Private Partnerships

N/A

Part D: Technical Indicator Descriptions (TID)

1.

Indicator title	<ul style="list-style-type: none"> Assessment reports on accredited Ombuds approved by the Commissioner.
Definition	<ul style="list-style-type: none"> Accredited Ombuds mean Consumer Goods and Services Ombud (CGSO) and Motor Industry Ombud of South Africa (MIOSA) Assessment report is a document that contains an analysis of the Ombuds performance in handling of complaints.
Source/ of data or information	<ul style="list-style-type: none"> Quarterly reports received by the NCC from accredited Ombuds Schemes Assessment reports approved by the office of the Commissioner NCC quarterly report
Method of calculation/ assessment	<ul style="list-style-type: none"> Number of quarterly reports from Ombuds Number of approved assessment reports
Means of verification	<ul style="list-style-type: none"> Quarterly reports received by the NCC from accredited Ombuds Schemes Assessment reports approved by the office of the Commissioner NCC quarterly report
Assumptions	<ul style="list-style-type: none"> None
Disaggregation of beneficiaries	<ul style="list-style-type: none"> None
Spatial transformation	<ul style="list-style-type: none"> none
Calculation type	<ul style="list-style-type: none"> Cumulative (year-end)
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Achievement of stipulated target

Indicator Responsibility	<ul style="list-style-type: none"> HOD-Legal Services
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2.

Indicator title	<ul style="list-style-type: none"> Number of business compliance initiatives conducted
Definition	<ul style="list-style-type: none"> Business compliance initiative means Information sessions (Presentations, Shop-Shop Visits, Exhibitions, On-line Circulars, etc.) delivered for businesses to encourage compliance with the Consumer Protection Act.
Source/ of data or information	<ul style="list-style-type: none"> Proof of Online Placement or Distribution or Contact Reports and Attendance Register or Confirmation of attendance by Host
Means of verification	<ul style="list-style-type: none"> Prepared content Approval of content Proof of electronic placement/electronic distribution
Method of calculation/ assessment	<ul style="list-style-type: none"> Count (quantitative)
Assumptions	<ul style="list-style-type: none"> None
Disaggregation of beneficiaries	<ul style="list-style-type: none"> Not applicable
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Cumulative (year-end)
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 13 initiatives
Indicator Responsibility	<ul style="list-style-type: none"> HoD: A,E&A

3.

Indicator title	<ul style="list-style-type: none"> Number of consumer awareness initiatives conducted
Definition	<ul style="list-style-type: none"> Consumer awareness initiatives means Awareness Sessions (Workshops, Mall Activations, Exhibitions, Newsletter, Online Alerts, etc.) conducted for consumers to raise awareness on the Consumer Protection Act
Source/ of data or information	<ul style="list-style-type: none"> Proof of Online Placement or Distribution. Or Contact Report and attendance register or Confirmation by host of NCC attendance
Method of calculation/ assessment	<ul style="list-style-type: none"> Count (quantitative)
Assumptions	<ul style="list-style-type: none"> None
Disaggregation of beneficiaries	<ul style="list-style-type: none"> Consumers.
Spatial transformation (where applicable)	<ul style="list-style-type: none"> N/A
Calculation type	<ul style="list-style-type: none"> Cumulative (year-end)
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 26 initiatives
Indicator Responsibility	<ul style="list-style-type: none"> HoD: A,E&A

4.

Indicator title	<ul style="list-style-type: none"> Percentage (%) of requests for explanatory notes and /or non-binding opinions on the interpretation of provisions of the CPA provided within a pre-defined time period
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Definition	<ul style="list-style-type: none"> • Explanatory notes or non -binding opinions mean legal advice, opinion and explanation provided by Legal Services to consumers upon receipt of a request. • Days means business days only excluding holidays, weekends and NCC's shutdown period.
Source/ of data or information	<ul style="list-style-type: none"> • Explanatory notes or non -binding opinions Register • Requests for explanatory notes or non -binding opinions received through advisory email address of the NCC • Copies of explanatory notes or non -binding opinions given
Method of calculation/ assessment	<ul style="list-style-type: none"> • The percentage is calculated by counting the number of explanatory notes or non -binding opinions provided (dividend) divided by the total number of requests received(divisor). • In order to calculate the average of 8 days, the days taken to issue each explanatory notes or non -binding opinions are added together then the total is divided by the number of all explanatory notes or non -binding opinions issued.
Means of verification	<ul style="list-style-type: none"> • Explanatory notes or non -binding opinions Register • Requests for explanatory notes or non -binding opinions received through advisory email address of the NCC • Copies of explanatory notes or non -binding opinions given
Assumptions	<ul style="list-style-type: none"> • None
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • None
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • None
Calculation type	<ul style="list-style-type: none"> • Cumulative (year-end)

Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> Achievement of stipulated target
Indicator Responsibility	<ul style="list-style-type: none"> Divisional Head- Legal Services

5.

Indicator title	<ul style="list-style-type: none"> Percentage of finalized investigation within a predetermined time period
Definition	<ul style="list-style-type: none"> An investigation starts when the office of the commissioner approves the investigation by signing the investigation certificate. An investigation is finalised when an investigation report is approved by the Office of the Commissioner Days means business excluding weekends, public holidays NCC's shutdown period
Source/ of data or information	<ul style="list-style-type: none"> Spreadsheet of approved investigations and approved reports Investigation Certificate (to determine date of start of investigation of investigation) Investigation reports (to determine date of approval of reports)
Method of calculation/ assessment	<ul style="list-style-type: none"> Number of approved reports (dividend) divided by number of approved investigations (divisor) The quotient is the percentage In order to calculate the average of 114 days, the days taken to complete each investigation are added together then the total is divided by the number of all completed investigation.
Means of verification	<ul style="list-style-type: none"> Spreadsheet of approved investigations and approved reports Investigation Certificate (to determine date of start of investigation of investigation) Investigation reports (to determine date of approval of reports)
Assumptions	<ul style="list-style-type: none"> None
Disaggregation of beneficiaries	<ul style="list-style-type: none"> Not Applicable

Spatial transformation (where applicable)	<ul style="list-style-type: none"> Not Applicable
Calculation type	<ul style="list-style-type: none"> Cumulative (year-end)
Reporting cycle	<ul style="list-style-type: none"> Quarterly
Desired performance	<ul style="list-style-type: none"> 80% of approved investigations conducted. Reports with recommendations produced in 1114 days.
Indicator Responsibility	<ul style="list-style-type: none"> HOD: Enforcement and Investigations

6.

Indicator title	<ul style="list-style-type: none"> Percentage of further enforcement action taken within a predetermined time period.
Definition	<ul style="list-style-type: none"> Enforcement action is deemed as taken on a date when a compliance notice is issued, or the date when a settlement agreement is signed, or the date when a referral to Equality court or Competition Commission or National Prosecuting Authority is made or a date when Application papers are filed at the National Consumer Tribunal. The time period for further enforcement action starts on the day after the commissioner approves an assessment report for further enforcement.
Source/ of data or information	<ul style="list-style-type: none"> Prosecution register Assessment Register Approved assessments Compliance notice, settlement agreement, referral letter, filing email or stamp
Method of calculation/ assessment	<ul style="list-style-type: none"> Number of approved assessment reports (dividend) divided by number of enforcement action taken (divisor) The quotient is the percentage

	<ul style="list-style-type: none"> • In order to calculate the average of 50 days for the enforcement action, the days taken for each enforcement action are added together then the total is divided by the number of all enforcement action taken. • Average number of days taken to finalise the investigation.
Means of verification	<ul style="list-style-type: none"> • Prosecution register • Assessment Register • Approved assessments • Compliance notice, settlement agreement, referral letter, filing email or stamp
assumptions	<ul style="list-style-type: none"> • None
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • None
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • None
Calculation type	<ul style="list-style-type: none"> • Cumulative (year-end)
Reporting cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • It is desired that the Division reaches 90% of for further enforcement be taken within 50 days
Indicator Responsibility	<ul style="list-style-type: none"> • HOD - Legal

7.

Indicator	<ul style="list-style-type: none"> • Report on all product recalls and the monitoring thereof.
Definition	<ul style="list-style-type: none"> • Product recall means a recall of unsafe, harzadous, defective or failed product • Product means consumer goods

Source/ of data or information	<ul style="list-style-type: none"> • Product recall register • Quarterly report approved by office of the commissioner
Method of calculation/ assessment	<ul style="list-style-type: none"> • Count
Means of verification	<ul style="list-style-type: none"> • Product recall register • Quarterly report approved by office of the commissioner
assumptions	<ul style="list-style-type: none"> • None
Disaggregation of beneficiaries	<ul style="list-style-type: none"> • None
Spatial transformation (where applicable)	<ul style="list-style-type: none"> • Not Applicable
Calculation type	<ul style="list-style-type: none"> • Cumulative (year-end)
Reporting cycle	<ul style="list-style-type: none"> • Quarterly
Desired performance	<ul style="list-style-type: none"> • Achievement of stipulated target
Indicator Responsibility	<ul style="list-style-type: none"> • HOD Enforcement and Investigations