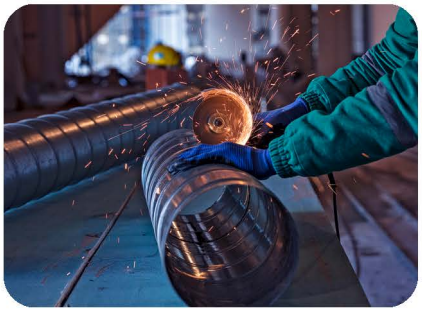
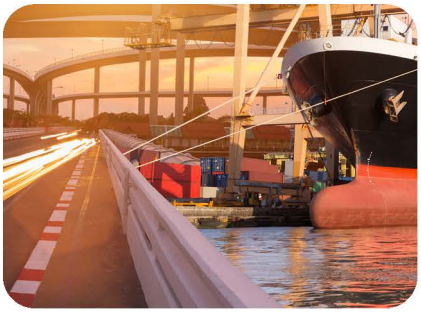
DEPARTMENT OF TRADE, INDUSTRY AND COMPETITION

Strategic Plan 2025 – 2030

REVISED








the dtic
Department:
Trade, Industry and Competition
REPUBLIC OF SOUTH AFRICA

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Abbreviations and Acronyms

TERM	DEFINITION
AAMP	Agriculture and Agro-processing Masterplan
ABER	Africa Bilateral Economic Relations
AC	Adjudication Committee
ADEP	Aquaculture Development and Enhancement Programme
ADRC	Adhoc Decision Review Committee
AGOA	African Growth and Opportunity Act
AIS	Automotive Incentive Scheme
AML	Anti-Money Laundering
APDP	The Automotive Production and Development Program
APP	Annual performance Plan
APSS	Agro-Processing Support Scheme
AU	African Union
BAS	Basic Accounting System
BBBEE	Broad-Based Black Economic Empowerment
BBOS	Broad-Based Ownership Schemes
BEE	Black Economic Empowerment
BI	Black Industrialist
BIS	Black Industrialist Scheme
BPESA	Business Process Enabling South Africa
BRICS	Brazil, Russia, India, China and South Africa
CBAM	Carbon tax border adjustment measures
CCRB	Consumer and Corporate Regulation
CD	Chief Director
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CFT	Combating of the Financing of Terrorism
CFTA	Clothing, Textile, Footwear and Leather
CIP	Critical Infrastructure Programme
CIPC	Companies and Intellectual Property Commission, a public entity reporting to **the dtic**
CMS	Case Management System
CMSB	Corporate Management Services Branch
CSIR	Council for Scientific and Industrial research
CSR	Corporate Social Responsibility
CT	Companies Tribunal, a public entity reporting to **the dtic**
CTFL	Clothing, Textile, Footwear and Leather
DALRRD	Department of Agriculture, Land Reform and Rural Development
DBTS	Digital Business Transformation Strategy
DDG	Deputy Director-General
DDM	District Development Model
DEFF	Department of Environment, Forestry and Fisheries
DFI	Development Finance Institution
DG	Director-General
DMRE	Department of Mineral Resources and Energy
DPME	Department of Planning Monitoring and Evaluation
DTIC	Department of Trade, Industry and Competition
EA	Executive Authority
ECIC	Export Credit Insurance Corporation SOC Ltd, a public entity reporting to **the dtic**

TERM	DEFINITION
EDIS	Electronic Declaration Information System
EEIP	Equity Equivalent Investment Programme
EFTA	European Free Trade Association
EMDE	Emerging Market and Developing Economy
EMIA	Export, Marketing and Investment Assistance
EOSS	Energy One Stop Shop
ERRP	Economic Reconstruction and Recovery Plan
ESD	Enterprise or Supplier Development
ESIEID	Employment and Infrastructure Development
ESOPS	Employee Share Ownership Programmes
EU	European Union
EV	Electric Vehicles
EVP	Employer Value Proposition
FATF	Financial Action Task Force
FDI	Foreign Direct Investment
FER	Foreign Economic Representatives
FIC	Financial Intelligence Centre
FM	Facilities Management
FY	Financial Year
GBS	Global Business Services
GDP	Gross Domestic Product
GFCF	Gross Fixed Capital Formation
GIAMA	Government Immovable Asset Management Act
GM	General Meeting
GTAC	Government Technical Advisory Centre
HDP	Historically Disadvantaged People
HVAC	Heating, Ventilation Air-Conditioning
ICT	Information and Communications Technology
ICTS	International Cooperation, Trade and Security
IDC	Industrial Development Corporation, a public entity reporting to **the dtic**
IFB	Industrial Financing Branch
IFG	International Financing Group
IP	Industrial Parks
IPP	Independent Power Producer
IPRP	Industrial Parks Revitalisation Programme
4IR	Fourth Industrial Revolution
ISA	Investment South Africa
IT	Information Technology
ITA	International Trade Act
ITAC	International Trade Administration Commission, a public entity reporting to **the dtic**
JET	Just Energy Transition
JSE	Johannesburg Stock Exchange
KZN	KwaZulu – Natal
MCEP	Manufacturing Competitiveness Enhancement Programme
MMS	Middle Management Services
MS	Microsoft
MTEF	Medium Term Expenditure Framework
MTDP	Medium Term Development Plan

TERM	DEFINITION
MW	Megawatt
NBR	National Building Regulation Act
NCC	National Consumer Commission, a public entity reporting to **the dtic**
NCOP	National Council of Provinces
NCR	National Credit Regulator, a public entity reporting to **the dtic**
NCT	National Consumer Tribunal, a public entity reporting to **the dtic**
NDPWI	National Department of Public Works and Infrastructure
NECOM	National Electricity Crisis Committee
NEDLAC	National Economic Development and Labour Council
NEF	National Empowerment Fund, a public entity reporting to **the dtic**
NEV	New Energy Vehicles
NGB	National Gambling Board, a public entity reporting to **the dtic**
NGO	Non-Governmental Organisations
NLA	National Liquor Authority
NLC	National Lotteries Commission, a public entity reporting to **the dtic**
NMISA	National Metrology Institute of South Africa, a public entity reporting to **the dtic**
NPV	Net Present Value
NRCS	National Regulator for Compulsory Specifications, a public entity reporting to **the dtic**
NT	National Treasury
ODG	Office of the Director-General
OECD	Organisation for Economic Co-Operation and Development
PCC	Presidential Climate Commission
PEB	Patents Examination Board
PEO	Public Entity Oversight
PPP	Public-Private Partnership
PPPA	Preferential policy Framework Act
PSA	Public Servants Association
PSR	Public Service Regulations
PV	Photovoltaic
PWD	Persons with Disabilities
QES	Quarterly Employment Survey
QLFS	Quality Labour Force Survey
RCTLF	Retail Clothing, Textile, Leather and Footwear
RFQ	Request for Quote
SA	South Africa
SABS	South African Bureau of Standards, a public entity reporting to **the dtic**
SACU	Southern African Customs Union
SADC	Southern African Development Community
SAIC	South Africa Investment Conference
SALGA	South African Local Government Association
SANAS	South African National Accreditation System, a public entity reporting to **the dtic**
SANS	South African National Standards
SAPA	South African Poultry Association
SAREM	South African Renewable Energy Masterplan
SARS	South African Revenue Service
SASA	South African Sugar Association
SCM	Supplier Chain Management
SEF	Social Employment Fund

TERM	DEFINITION
SEIAS	Socio-Economic impact Assessment System
SEZ	Special Economic Zone
SID	Spatial Industrial Development
SIP	Strategic Infrastructure Projects
SMME	Small, Medium and Micro-Sized Enterprises
SMS	Senior Management Service
SOE	State Owned Enterprises
SONA	State of the Nation Address
SSE	Social and Solidarity Economy
STATSA	Statistics South Africa
TID	Technical Indicator Description
TOR	Terms of reference
TRIPS	Trade Related Aspects of Intellectual Property Rights
TRP	Takeover Regulation Panel, a public entity reporting to **the dtic**
UK	United Kingdom
UNFCC	United Nations Framework Convention on Climate Change
US	United State of America
WTO	World Trade Organisation
ZAR	South African Rands

OPERATIONAL STRUCTURE

Performance reporting within the department is managed through the operational structure, which has 9 programmes. Accordingly, the 2025/2030 Strategic Plan was designed according to the operational structure aligned to the budget structure, and should not be assessed against the institutionally approved organisational structure. This operational structure is configured as follows:



Executive Authority Statement



Government has just concluded the development of the Medium-Term Development Plan (MTDP), which outlines the 7th Administration's targets, measurable indicators and expected impact for the electoral cycle up to the next National elections in 2029. This task, at least in the context of **the dtic** ultimately seek to place South Africa on a path of sustained economic growth and inclusive job creation through the re-industrialisation of our economy.

The MTDP identifies five key economic policy pillars, which will guide South Africa to sustained economic growth of 3% per annum. These are:

- Implementation of Structural Reforms;
- Support to Catalytic Sectors;
- Measures to Stimulate Investment;
- Inducing Demand; and
- Transformation.

Working in collaboration with its entities, **the dtic** will take the lead in the *Investment, Demand* and *Transformation* pillars and will also contribute to the implementation of the *Catalytic Sectors* and *Structural Reform* pillars.

The approved MTDP has informed our Strategic Plan 2025 – 2030 as **the dtic** family. In developing the Strategic Plan, as the executive authority (myself and Deputy Ministers), have given considerable attention to the shortcomings and threats faced by South Africa. We are concerned that global de-carbonisation efforts have tended towards unilateral interventions, that consequential geopolitical tensions continue to rise, and that ascendant economic protectionism risks plunging the global trading system into calamitous uncertainty. Closer to home, the Manufacturing sector remains constrained by weak domestic demand, the high costs of doing business and the spectre of rising imports as global exporters divert their exports to small, open and developing countries such as South Africa as a result of 'trade wars'.

However, South Africa also has many strengths and opportunities. These include the substantial export opportunity presented by the AfCFTA, our mineral resource endowments, and a resilient Manufacturing sector, which has weathered the considerable challenges posed by energy supply challenges, freight and logistics inefficiencies, and low infrastructure investment. In addition, the digital economy has continued to grow rapidly and represents both an opportunity and a threat to the South African economy, as Government has been slow to develop interventions to fully exploit the economic value of the digital economy.

The complex interplay of these factors has informed the Department's decision to pursue a strategy of **D**iversification, **D**e-carbonisation, and **D**igitalisation.

Diversification because South Africa cannot rely on established, mature sectors *alone* to drive economic growth as R&D cycles shorten and consumer demand changes. Nor can historical patterns of trade for South Africa's largest exporters sustain long-term growth as geopolitical tensions continue to rise. Therefore, for **the dtic** 'diversification' means supporting the growth of new sectors, new industrial and consumer products – in collaboration with our sister Department of Science, Technology and Innovation – and new SMMEs and exporters emerging as we systematically reduce the barriers to entry.

De-carbonisation because the overwhelming consensus in the scientific community is that failure to limit greenhouse gas (GHG) emissions represents an existential crisis for humanity. Although South Africa accounts for a small proportion of global GHG emissions, we have made important commitments to limit emissions. South Africa's mineral and agricultural endowments as well as our climatic conditions could support the emergence of global-scale electric vehicle value-chains, utility-scale solar energy and battery investments, and the emergence of new energy value-chains such as Hydrogen and Biofuels.

Digitalisation because the sector, growing substantially faster than traditional Manufacturing sectors, is capable of creating large numbers of jobs including for remote workers in areas where developed economies have long-standing unmet skills demands. It also has the potential to raise the competitiveness of essentially all sectors of the economy through the deployment of artificial intelligence and robotics. We are also acutely aware that if South Africa does not urgently make or attract substantial investments in these areas, we will fall further behind the global competitiveness frontier.

Transformation – in order to unlock the capabilities of all our people – is the central thread, which pulls all of **the dtic**'s policies, strategies and actions together. It is central because long-term economic growth and development cannot be secured and sustained, while South African society and the economy are characterised by the current extreme levels of inequality, unemployment and poverty. As the co-chair of the Economic Cluster, t**he dtic** will lead a broadening of transformation policy and strategy development while strengthening the monitoring and analysis of the current transformation measures by the State.

Over the coming 5-years, **the dtic group** will systematically re-orient its interventions, support measures and policy development activities to achieving Diversification, De-carbonisation and Digitalisation. Achieving these goals will be challenging and will require human resources, expertise and inter-governmental leadership far beyond what **the dtic** currently has available.

Consequently, the Department will seek new partnerships with both global and domestic institutions, strengthen partnerships with organised Business and Labour, collaborate with government structures across the three spheres, and embark on a renewed phase of organisational and human resource development to meet the challenge of achieving this Strategic Plan.

It is my pleasure to submit **the dtic**'s Strategic Plan 2025 – 2030, prepared in consultation with management and relevant staff, in accordance with the National Treasury Framework on Strategic and Annual Performance Plans.



Minister Parks Tau
Executive Authority of Trade, Industry and Competition

Deputy Minister Statement



In the opening of Parliament last year, President Ramaphosa outlined priority actions for the 7th Administration as agreed in the GNU which were to be translated into the Medium-Term Development Plan (MTDP) over the next five years. Anchored on three Strategic Priorities, the MTDP also aligns with the objectives of the National Development Plan. While all priorities are interrelated and interlinked, the strategic priority on inclusive growth and job creation has been identified as an apex priority. This has placed **the dtic** at the centre of bringing together various economic players in government and private sector to collaborate towards lowering unemployment, tackling inequality, and promoting long-term economic opportunity for all citizens.

We have spent the past few months reorientating and reorganising ourselves in ensuring that we build an agile organisation and identifying various policy tools or instruments at our disposal including bottlenecks to be unblocked to grow the economy and create jobs. While this work is ongoing, we have been able to develop the Strategic Plan 2025-2030 that proposes bold interventions premised on Diversification, De-carbonisation and Digitalisation Strategy (3D Plan) to achieve sustainable and inclusive growth as well as restructuring of the economy so that it is less concentrated and more diversified in line with our transformational objectives.

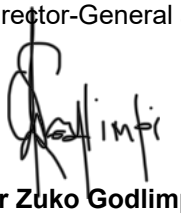
In this regard, the Department will be undertaking policy measures in responding to developments taking place in the green economy space as they are likely to have huge implications on sectors critical for South Africa, that is, transport, water, energy, agriculture and manufacturing. Similarly, digital technology sector has been identified as a powerful tool for climate change mitigation and resilience.

As many countries in the world are accelerating efforts in reducing greenhouse gas emissions and transition into a low-carbon economies, our natural endowments not only make South Africa and its neighbours key players in the critical minerals industry but also present an opportunity to arrest the investment decline in manufacturing and aggressively drive industrialisation in the region through the creation of regional value chains. With better collaboration and support, this also allows us to add more value to the minerals through beneficiation and diversify our economic base into areas with more labour-intensity and higher revenue collection.

As the department charged with the constitutional mandate on transformation, we will be improving monitoring of compliance with empowerment laws and regulations, and ensuring that broad-based black economic empowerment, employment equity and support to small- and medium-sized enterprises are not as by-product of our interventions but become critical part of our interventions.

It is however important to acknowledge that these objectives may not be fully attained if some of the constraints that fall within the power of the state are not properly addressed, in particular ensuring adequate infrastructure, training and skills development, and sound regulatory frameworks. Our role as the Co-Chair of the Economic Sectors Investment Employment and Infrastructure Development (ESIEID) Cluster together with the Department of Transport will enable us to tackle these constraints and strengthen policy co-ordination and implementation of interventions.

I commit myself to ensure the tire hit the tarmac in supporting the Minister, Deputy Minister, and the Director-General and senior officials of **the dtic** group in the implementation of the Strategic Plan.



Mr Zuko Godlimpi
Deputy Minister of Trade, Industry and Competition

Accounting Officer Statement



The Strategic Plan for 2025-2030 of the Department of Trade, Industry and Competition **(the dtic)** presents a comprehensive and forward-looking framework for the department to address significant challenges and leverage opportunities that lie ahead for South Africa over the next five years.

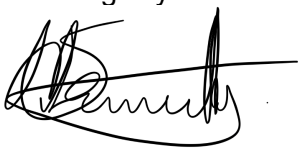
In alignment with the Medium-Term Development Plan (MTDP) and guided by the National Treasury Framework on Strategic and Annual Performance Plans (APP), this strategic plan is a vital instrument for advancing the nation's economic agenda. It reflects our shared commitment to supporting the national priorities of the 7th Administration towards inclusive economic growth, job creation, poverty reduction, and the building of a capable, ethical, and developmental state.

The global landscape is shifting rapidly, with changing economic dynamics and increasing geopolitical tensions having an impact on the local context. South Africa, as a member of the global community, must stay adaptable and innovative in the face of these challenges and leverage existing opportunities. By focusing on the key pillars of decarbonisation, digitalisation, and diversification, we aim to build a sustainable and resilient economy that can meet both domestic and international demands.

Therefore, **the dtic's** role in supporting the government's strategic priorities cannot be overstated. We are particularly focused on driving inclusive economic growth and job creation, with a clear commitment to enhancing industrial policy and promoting a diversified, value-added economy. Through the introduction of initiatives such as the Transformation Fund and continued collaboration across sectors and working with social partners, we aim to ensure that the benefits of growth reach all South Africans, leaving no one behind.

With this plan, we are determined to strengthen South Africa's position in the global economy, ensuring that we emerge not just stronger, but as a model of economic resilience and inclusivity.

I look forward to working alongside my colleagues and stakeholders to implement this ambitious plan, with the confidence that we will meet our objectives and contribute meaningfully to South Africa's economic future.



Mr Simphiwe Hamilton

Director General: Department of Trade Industry and Competition

Official Sign-Off

It is hereby certified that this Strategic Plan;

- Developed by the management of the Department of Trade, Industry and Competition (**the dtic**) under the guidance of Minister of Trade, Industry and Competition
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Trade, Industry and Competition is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Department of Trade, Industry and Competition will endeavour to achieve over the period 2025/26 to 2029/30

Ms Wongiwe Masvanhise
Chief Director: ODG (Strategy) **Signature:**


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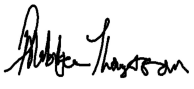
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Ms Irene Ramafola

Chief Financial Officer **Signature:**

Mr Simphiwe Hamilton

Accounting Officer **Signature:**

Approved by:

Minister Parks Tau **Signature:**

Executive Authority

PART A: Our Mandate

1. Constitutional Mandate

The dtic derives its mandate from the Constitution of the Republic of South Africa, 1996, which defines the department's role in economic development and public governance.

1. **Section 22:** which guarantees the freedom of trade, occupation, and profession, **the dtic** fosters an environment where South Africans can engage freely in economic activities, promote entrepreneurship, and remove barriers to trade.
2. **Section 195: the dtic** operations guided by public administration principles such as efficiency, responsiveness, and integrity, are essential to driving inclusive growth, competitiveness, and sustainable development in South Africa's economy.
3. **Section 215:** the department ensures that the budget promote transparency, accountability, and effective financial management, adhering to sound financial governance.
4. **Section 217: the dtic** upholds fair, transparent, and competitive procurement policies, ensuring effective management of public resources and equitable economic opportunities for all South Africans.
5. **Proclamation 25 of 2019:** Merged the Department of Trade and Industry **(the dti)** with the Economic Development Department (EDD) under **Schedule 1** of the Public Service Act of 1994. This merger enhanced policy coherence and economic governance, consolidating efforts to promote trade, industry, and competition.

Through these constitutional mandates, **the dtic** aims to create a conducive environment for sustainable industrial development and economic growth, maintaining the highest standards of governance as required by the Constitution and public service regulations.

2. Legislative and Policy Mandates

the dtic's work is governed by a broad legislative framework, as outlined below:

Act	Purpose
Abolition of the Fuel Research Institute Act, 1983 (Act No. 30 of 1983)	To repeal the Fuel Research Institute and Coal Act, 1963, and to provide for the vesting of the assets and liabilities, and the transfer of the employees, of the Fuel Research Institute in and to the Council for Scientific and Industrial Research (CSIR).
Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice, 2006 (Act No.19 of 2006)	To provide for an internationally recognised and effective accreditation and monitoring system for the Republic of South Africa by establishing SANAS as a juristic person; to recognise SANAS as the only accreditation body in the Republic for the accreditation of conformity assessment and calibration as well as monitoring of good laboratory practice.
Alienation of Land Amendment Act, 1981 (Act No. 68 of 1981)	To regulate the alienation of land in certain circumstances and to provide for matters connected therewith.

Act	Purpose
Broad-Based Black Economic Empowerment Amendment Act, 2003 (Act No. 53 of 2003)	To establish a legislative framework for the promotion of black economic empowerment; to empower the Minister to issue codes of good practice and to publish transformation charters; to establish the Black Economic Empowerment Advisory Council; and to provide for matters connected therewith.
Companies Act, 2008 (Act No.71 of 2008)	To provide a new legislative framework for the incorporation, registration and management of companies; to establish a Companies and Intellectual Property Commission (CIPC) and Companies Tribunal; and to provide for matters connected therewith.
Competition Act, 1998 (Act No. 89 of 1998)	Provide the Competition Commission with the powers to conduct investigations and market inquiries on competition abuses, regulate mergers and acquisitions and to promote the administrative efficiency of the Competition Commission and Competition Tribunal.
Consumer Protection Act, 2008 (Act No. 68 of 2008)	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, to provide for improved standards of consumer information; to prohibit certain unfair marketing and business practices; to promote responsible consumer behaviour; to promote a consistent legislative and enforcement framework relating to consumer transactions and agreements; to establish the National Consumer Commission (NCC); and to repeal certain laws.
Convention on Agency in the International Sale of Goods Act, 1986 (Act No. 4 of 1986)	To provide for the application in the Republic of the Convention on Agency in the International Sale of Goods adopted by the International Institute of the United Nations Organisation for the unification of Private Law.
Copyright Act, 1978 (Act No. 98 of 1978)	To regulate copyright in respect of, inter alia, artistic works, dramatic works, computer programs, musical and literary works.
Counterfeit Goods Act, 1997 (Act No. 37 of 1997)	To strengthen prohibitions on trade in counterfeit goods; confers powers on inspectors and the police to enter and search premises, with and without a warrant; confers powers on Customs and Excise to seize and detain suspected counterfeit goods.
Designs Act, 1993 (Act No. 195 of 1993)	To consolidate the law relating to designs; to provide for the registration of designs; and to delineate the rights pertaining thereto.
Export Credit and Foreign Investments Insurance Act, 2002 (Act No. 34 of 2002)	To promote trade with countries outside the Republic by providing for the insurance on behalf of the Government of the Republic of contracts in connection with export transactions, investments and loans or similar facilities connected with such transactions.

Act	Purpose
Expropriation (Establishment of Undertakings) Act, 1951 (Act No. 39 of 1951)	To provide for the expropriation of land and the taking of the right to use land temporarily for or in connection with the objects or undertakings of national importance.
Housing Development Schemes for Retired Persons Act, 1988 (Act No. 65 of 1988)	To regulate the alienation of certain interests in housing development schemes for retired persons and to provide for matters connected therewith.
Industrial Development Corporation Act, 1940 (Act No. 22 of 1940)	Constitute a corporation, the object of which shall be to promote the establishment of new industries and industrial undertakings and the development of existing industries and industrial undertakings, and to provide for other incidental matters.
Intellectual Property Laws Amendment Act 2013	To provide for the recognition and protection of certain manifestations of Indigenous Knowledge as a species of Intellectual Property. To amend certain laws namely the Performers Protection Act 1967, The Copyright Act 1978, the Trademarks Act 1993 and the Designs Act 1993. To bring Indigenous Knowledge holders into the mainstream of the economy and improve the livelihoods of the indigenous communities of South Africa.
Intellectual Property Law Rationalisation Act, 1996 (Act No. 107 of 1996)	To provide for the integration of intellectual property rights subsisting in the ex- TBVC (Transkei, Bophuthatswana, Venda and Ciskei) into the national system, to extend the South African intellectual property rights legislation throughout the Republic and to repeal certain intellectual property laws.
International Convention for Safe Containers Act, 1985 (Act No. 11 of 1985)	To provide for the application in the Republic of the International Convention for Safe Containers to maintain a high level of safety of human life in the handling, stockpiling and transporting of containers.
International Trade Administration Act, 2002 (Act No. 71 of 2002)	Foster economic growth and development in order to raise incomes and promote investment and employment in the Republic and within the Common Customs Area by establishing an efficient and effective system for the administration of international trade subject to this Act.
Legal Metrology Act, 2014 (Act No. 9 of 2014)	To provide for the administration and maintenance of legal metrology technical regulations in order to promote fair trade and to protect public health and safety and the environment. Provide for the implementation of a regulatory and compliance system for legal metrology by the National Regulator for Compulsory Specifications and for the administration and maintenance of legal metrology technical regulations; and Provide for market surveillance by the National Regulator for Compulsory Specifications in order to ensure compliance with legal metrology technical regulations.

Act	Purpose
Liquor Act, 2003 (Act No. 59 of 2003)	To establish national norms and standards in order to maintain economic unity within the liquor industry; to provide for essential national standards and minimum standards required for the rendering of services; to provide for measures to promote co-operative government in the area of liquor regulation; and to provide for matters connected therewith.
Lotteries Act of 1997 (Act No. 57 of 1997,)	To regulate and prohibit lotteries and sports pools to establish a National Lotteries Board.
Manufacturing Development Act 1993 (Act No. 187 of 1993)	To establish the Manufacturing Development Board; to provide for the establishment of programmes for manufacturing development; and for matters incidental thereto.
Measurement Units and Measurement Standards Act, 2006 (Act No. 18 of 2006)	To provide for the use of measurement units of the International System of Units; to provide for the designation, keeping and maintenance of national measurement units and standards; to provide for the establishment and functions of the National Metrology Institute; and to provide for the repeal of certain laws.
Merchandise Marks Act 1941 (Act No. 17 of 1941)	To make provision concerning the marking of merchandise and of coverings in or with which merchandise is sold and the use of certain words and emblems in connection with business.
National Building Regulations and Building Standards Act 1977 (Act No. 103 of 1977)	To provide for the promotion of uniformity in the law relating to the erection of buildings in the areas of jurisdiction of local authorities and for the prescribing of building standards.
National Credit Act, 2005 (Act No. 34 of 2005)	To promote a fair and non-discriminatory marketplace for access to consumer credit and for that purpose to provide for the general regulation of consumer credit and improved standards of consumer information.
National Empowerment Fund Act, 1998 (Act No. 105 of 1998)	To establish a trust to promote and facilitate ownership of income generating assets by historically disadvantaged persons, particularly assets in state-owned enterprises made available at a discount as part of restructuring programmes; gives powers to the trust to enable it to establish sub-trusts and investment companies to promote black economic empowerment.
National Gambling Act, 2004 (Act No. 7 of 2004)	To provide for the co-ordination of concurrent national and provincial legislative competence over matters relating to casinos, racing, gambling and wagering; and to provide for the continued regulation of those matters; for that purpose to establish certain uniform norms and standards applicable to national and provincial regulation and licensing of certain gambling activities; to provide for the creation of additional uniform norms and standards applicable throughout the Republic; to

Act	Purpose
	retain the National Gambling Board; to establish the National Gambling Policy Council; to repeal the National Gambling Act, 1996; and to provide for matters incidental thereto.
National Regulator for Compulsory Specifications Act, 2008 (Act No. 5 of 2008)	To provide for the administration and maintenance of compulsory specifications in the interest of public safety, health and environmental protection; and to provide for the establishment of the National Regulator for Compulsory Specifications.
National Supplies Procurement Act, 1970 (Act No. 89 of 1970)	To empower the responsible Minister to manufacture, produce, acquire, hire or import goods; to acquire, hire or supply services; and to exercise control over goods and services and the manufacture, production, processing and treating of goods; and to provide for the establishment and administration of a National Supplies Procurement Fund.
Non-Proliferation of Weapons of Mass Destruction Act, 1993 (Act No. 87 of 1993)	To provide for control over weapons of mass destruction and to establish a council to control and manage matters relating to the proliferation of such weapons in the Republic; to determine its objects and functions and to prescribe the manner in which it is to be managed and controlled.
Patents Act, 1978 (Act No. 57 of 1978)	To provide for the registration and granting of letters, patents for inventions and for the rights of a patentee.
Performers Protection Act, 1967 (Act No. 11 of 1967)	To provide for the protection of the rights of performers of literary and artistic works.
Property Time Sharing Control Act, 1983 (Act No. 75 of 1983)	To regulate the alienation of time-sharing interests pursuant to property time-sharing schemes.
Protection of Businesses Act, 1978 (Act No. 99 of 1978)	To restrict the enforcement in the Republic of certain foreign judgments, orders, directions, arbitration awards and letters of request; to prohibit the furnishing of information relating to businesses in compliance with foreign orders, directions or letters of request.
Protection of Investment Act 2015 (Act No. 22 of 2015).	To provide for the legislative protection of investors and the protection and promotion of investment; to achieve a balance of rights and obligations that apply to all investors; and to provide for matters connected therewith. (Will be in operation upon Presidential Proclamation)
Rationalisation of Corporate Laws Act, 1996 (Act No. 45 of 1996)	To provide that certain corporate laws shall apply throughout the Republic of South Africa, to repeal certain corporate laws and to provide for the retrospective incorporation of certain putative close corporations.
Registration of Copyright in Cinematograph Films Act, 1977 (Act No. 62 of 1977)	To provide for the registration of copyright in cinematograph films and for matters connected therewith.

Act	Purpose
Share Blocks Control Act, 1980 (Act No. 59 of 1980)	To control the operation of share block schemes, i.e. any scheme in terms of which a share, in any manner whatsoever, confers a right to or an interest in the use of immovable property.
Space Affairs Act, 1993 (Act No. 84 of 1993)	To provide for the establishment of a Council to manage and control certain space affairs in the Republic; to determine its objects and functions; and to prescribe the manner in which it is to be managed and controlled.
Special Economic Zone (SEZ) Act, 2014 (Act No. 16 of 2014)	The Act provides a clear framework for the development, operation and management of SEZs and addresses the challenges of the IDZ Programme.
Standards Act, 2008 (Act No. 8 of 2008)	To provide for the development, promotion and maintenance of standardisation and quality in connection with commodities and the rendering of related conformity assessment services; and for that purpose to provide for the continued existence of the South African Bureau of Standards (SABS), as the peak national institution; to provide for the repeal of the Standards Act, 1993; and to provide for transitional arrangements.
Sugar Act, 1978 (Act No. 9 of 1978)	To consolidate and amend the laws relating to the sugar industry; and to provide for matters incidental thereto.
Temporary Removal of Restrictions on Economic Activities Act, 1986 (Act No. 87 of 1986)	To empower the President to suspend temporary laws or conditions, limitations, or obligations thereunder, if their application unduly impedes economic development or competition.
Trade Marks Act, 1993 (Act No. 194 of 1993)	To consolidate the law relating to trademarks and to provide for the registration of trademarks, certification of trademarks and collective trademarks, and for the protection of rights relating thereto.
Trade Metrology Act, 1973 (Act No. 77 of 1973)	To consolidate and amend the law relating to trade metrology to ensure the accuracy of measuring instruments utilised in trade on the basis of national measuring standards.
Unauthorised Use of Emblems Act, 1961 (Act No. 37 of 1961)	To provide for the continued operation of certain laws relating to the use of certain emblems and representations, and to extend the scope of such laws.

Updates to the relevant legislative and policy mandates

- National Gambling Bill was referred to the Mediation Committee and the Mediation meetings are scheduled to commence in May 2025.
- The Companies Amendment Regulations for the Companies Amendment Act No. 16 of 2024 will be developed and there will be consultations with regulators and corporate law industry role players.

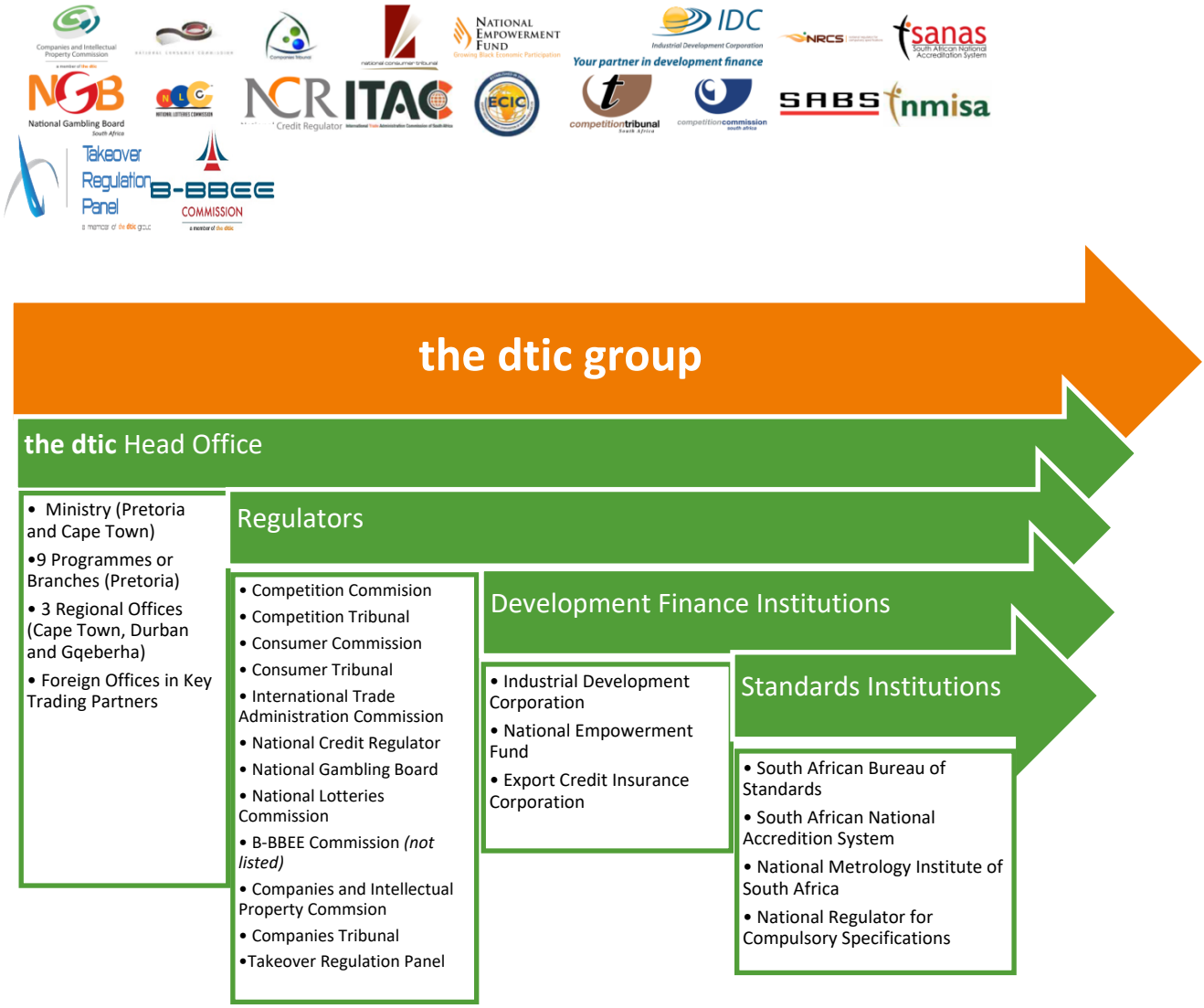
- More sections of the Companies Amendment Act will be operationalised in the financial year through proclamation by the President.
- Copyright Amendment Bill and Performers' Protection Amendment Bill were referred to the Constitutional court and the Department will await the outcome.

The Regulations will be reviewed and amended in the consumer protection Act, National Gambling Amendment Act, Liquor Act and the National Credit Act.

3. Institutional Policies and Strategies over the Five year planning period (Review)

The policy and regulatory mandate of **the dtic** extends to large parts of the economy covering policy responsibilities as diverse as competition, trade, gambling, and consumer protection. This expansive mandate has led to the establishment of several entities with regulatory responsibilities, development finance institutions, and those responsible for South Africa's standards system. **the "dtic group"** therefore consists of the entities outlined in Figure 1.

Figure 1: Entities of the dtic group



The Department's role is to fulfil its mandate by utilizing the resources under its control and coordinating the activities of entities accountable to the Executive Authority. Furthermore, the Strategic Plan and Annual Performance Plans of **the dtic** and its entities details this responsibility.

3.1 Impact-focused Strategic Plan theory of change

Over the next five years, the Department of Trade, Industry and Competition (DTIC) will drive inclusive and sustainable economic growth by fostering a competitive, diversified industrial base, creating quality jobs, and ensuring equitable economic transformation. Through targeted interventions in industrialisation, job creation, and inclusive growth, the aim is to significantly reduce poverty, tackle the high cost of living, and empower marginalised communities, fostering a more resilient and globally competitive economy for South Africa.

Impact Goals:

1. **Industrialisation and Economic Diversification:**

- Boost investment in greenfield and brownfield industrial sectors, leading to a more diversified, competitive economy.
- Increase export value and market share, especially in processed critical minerals and other high-growth sectors.

2. **Job Creation and Youth Employment:**

- **Create new jobs** across various industrial sectors, with a strong focus on youth, women, and historically disadvantaged groups.
- Enhance skills development and employability, **training at least 500,000** unemployed people in high-demand sectors.

3. **Inclusive Growth and Transformation:**

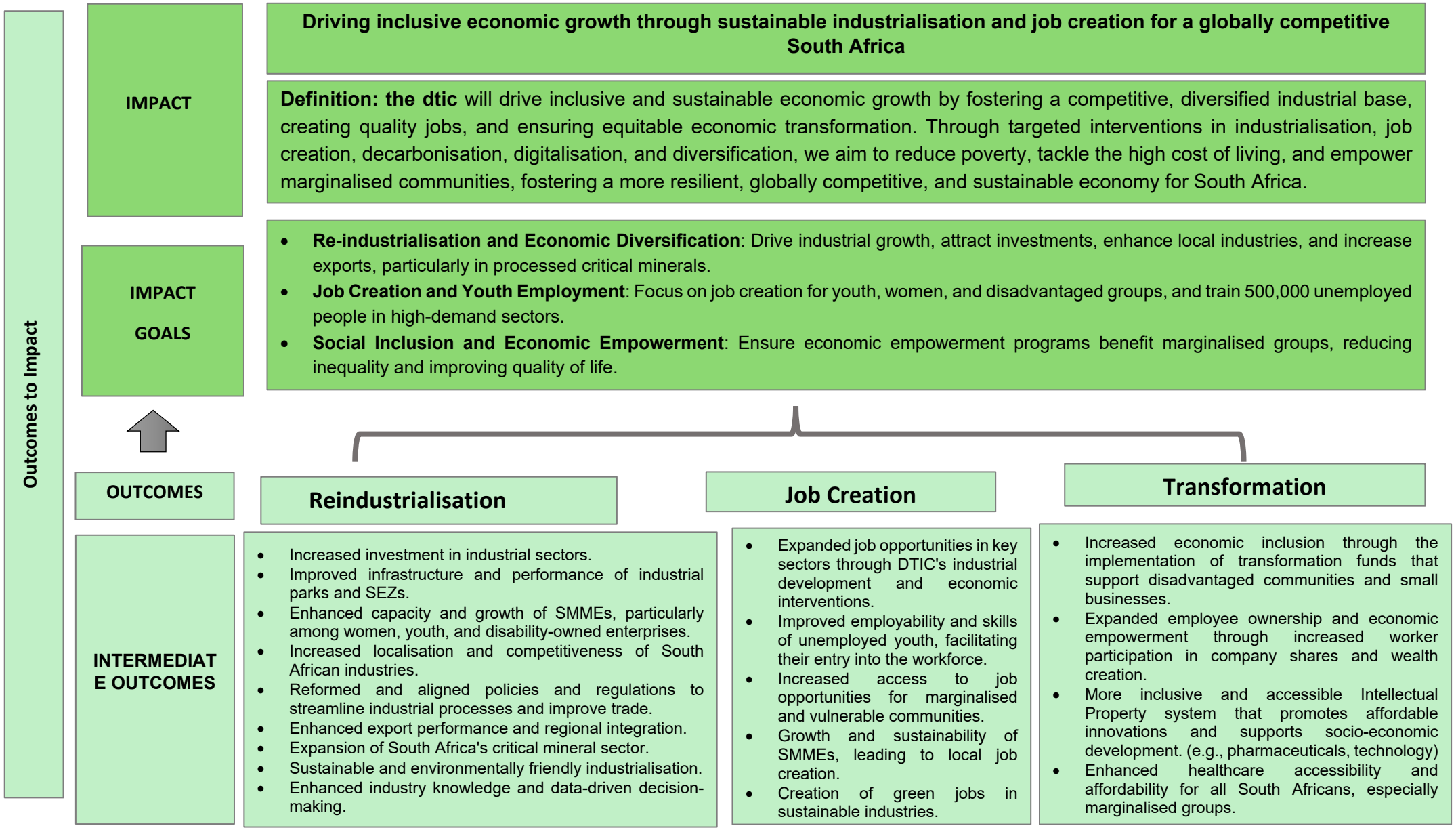
- Ensure equitable access to economic opportunities with **industrial funding directed to businesses owned by women**, youth, and people with disabilities.
- Promote employee ownership schemes, empowering workers with shares in companies, increasing wealth creation at the grassroots level.

4. **Affordable Healthcare and Social Wellbeing:**

- Promote social inclusion by ensuring economic empowerment programs benefit marginalized groups, reducing income inequality and improving quality of life.

The dtic Outcomes are: Re-industrialisation, Job Creation, Transformation and Capable State

Figure 2: Theory of Change



OUTPUTS (WHAT WE PRODUCE)	Increased Investment in Industrial Sectors • Investment secured for greenfield and brownfield projects. • Number of industrial projects financed. • Funding disbursed to SMMEs and enterprises. Improved Infrastructure and Performance of Industrial Parks and SEZs • Completed infrastructure projects in industrial parks. • Performance improvement programs implemented. Enhanced Capacity and Growth of SMMEs • Number of SMMEs supported, especially women, youth, and disability-owned. • Funding disbursed to SMMEs. • Capacity-building programs conducted for SMMEs. Increased Localisation and Competitiveness • Local procurement initiatives and value of local goods procured. • Contracts awarded to local manufacturers. • Policy and regulation developments promoting localisation	Reformed and Aligned Policies and Regulations • Policies amended or developed to improve industry competitiveness • Industrial funding guidelines approved. Enhanced Export Performance and Regional Integration • New trade partners engaged through AfCFTA. • Market access opportunities • Trade agreements signed. • Export growth and trade missions organized. • Trade and non-trade barriers resolved Expansion of South Africa's Critical Mineral Sector • New critical mineral extraction and processing projects launched. • FDI in the critical mineral sector. • Volume of critical minerals processed domestically. Sustainable and Environmentally Friendly Industrialisation • Reduction in Green House Gases (GHG) emissions from industries. • Adoption of green technologies in industrial sectors. Enhanced Industry Knowledge and Data-Driven Decision-Making • Market intelligence reports produced. • Barometer publications released. • Industry consultations based on data insights.	Expanded Job Opportunities: • Number of jobs created in key sectors. • Number of projects or companies contributing to job creation. Improved Employability and Skills of Unemployed Youth: • Number of youth trained and certified in relevant skills. • Number of youth placed in jobs or internships. Increased Access to Job Opportunities for Marginalized Communities: • Jobs created for women, youth, people with disabilities, and rural communities. • Number of inclusive training programs conducted. Growth and Sustainability of SMMEs: • Number of SMMEs supported and expanding. • Amount of funding provided to SMMEs. Creation of Green Jobs: • Number of green jobs created in sustainable industries. • Number of training programs in green skills.	Enhanced Intellectual Property Framework: • Number of IP policies reviewed and amended. • Number of patents granted for affordable products. • Number of products made more affordable due to IP system reforms. Improved Access to Affordable and Quality Health Care: • Number of healthcare facilities built or upgraded. • Number of individuals covered by healthcare programs. • Number of healthcare services expanded or improved. Increased Investment in Transformation and Inclusive Economic Growth: • Total value of transformation funds allocated and disbursed. • Number of businesses or projects funded through transformation funds. • Number of individuals or communities benefiting from transformation funds. Expansion of Employee Ownership and Economic Inclusion: • Number of employees receiving shares in their companies. • Amount of shares distributed to employees. • Number of companies implementing employee ownership schemes

3.2 Defining Outcomes

The activities and outputs contribute to the achievement of **the dtic**'s apex outcomes of *Re-industrialisation, Job Creation, Transformation, and Building a capable state.*

Outcome 1: Re-industrialisation

In this area, the goal is to build dynamic firms in the South African economy through a combination of efforts in partnership with the private sector. With a focus on growth opportunities in the domestic market (through localisation, sector partnerships, beneficiation, promoting the green economy, and fostering higher levels of investment) and building a wider export market (particularly in Africa) to assist with scale; and combining demand-creation with supply-side reforms at the economy, sector, and firm level to build industrial competitiveness and support job-creation.

The Industrialisation outcome contains the following five focus areas:

- Sector partnerships and social compacts through master plans and firm/sector-level initiatives;
- Localisation, beneficiation, and COVID industrial production initiatives;
- Increased and diversified exports (including value-added services such as GBS) with African countries and to other global markets;
- Green economy initiatives to shift to a less carbon-intensive industry; and
- Investment initiatives to increase the level of investment.

Outcome 2: Job Creation

South Africa's exceptionally high unemployment rate—particularly among black people, women, and youth—demands focused, coordinated, and sustained efforts across **the dtic** Group. These designated groups continue to experience disproportionately high levels of unemployment, underscoring the urgency for inclusive economic growth and responsive job creation strategies, including through attracting investment and reindustrialisation efforts. Given the structural and multi-dimensional nature of the country's unemployment crisis, government's job creation efforts span a spectrum of interventions, each tailored to specific economic realities and labour market dynamics. These interventions include:Government's job creation efforts span a range of interventions given the multi-faceted nature of South Africa's unemployment challenge. They include:

- Stabilisation of sectors in distress to sustain existing jobs and protect current industrial capabilities which are hard and sometimes impossible to replace while building capabilities in the new green and digital sectors.

Support emerging and high-potential sectors

- In partnership with the private sector, **the dtic** Group will play a catalytic role in stimulating investment and growth in emerging sectors characterised by innovation and high potential, such as green hydrogen, hemp, and global business services (GBS).

- Due to inherent uncertainty in these sectors, firms often rely on a mix of full-time equivalents (FTEs), contract, construction, and temporary jobs.

- Where **the dtic** Group's intervention has contributed to the expansion of an entire sector, job creation will be assessed at the sectoral level.
- In all other cases, employment outcomes will be tracked at the level of the firm(s) directly supported.

Provision of Work Opportunities to Alleviate Immediate Unemployment

- Acknowledging that a substantial portion of unemployment is structural, **the dtic** Group will implement interventions that offer short-term relief by creating temporary work opportunities with relatively low barriers to entry. These will be supplemented with initiatives aimed at reskilling for preparedness for new dynamic sectors.
- These work opportunities are typically part-time or short-term in nature (less than 12 months) and are supported through instruments such as the Social Economy Fund. It is important to emphasise that these will be stop-gap measures while new capabilities in the economy emerge and long-term opportunities are promoted.
- Where full-time jobs are created under these initiatives, they will be reported as full-time equivalents.

Work Experience for Youth to Build Labour Market Readiness

To support youth transitions into formal employment, **the dtic** Group will expand access to structured work experience programmes aimed at equipping young people with both technical and soft skills. Work experience positions will be calculated based on a standard of 12 months' full-time engagement—widely recognised as the minimum duration required to enhance employability and labour market entry prospects. Work experience opportunities will be complemented with skilling to facilitate long-term participation in the economy.

These interventions reflect a multi-pronged approach aimed at boosting participation in the economy through protecting existing jobs, catalysing new employment opportunities, and supporting vulnerable groups through immediate relief and long-term capability building. By adopting differentiated metrics—including FTEs, temporary jobs, and sector-wide employment impacts—**the dtic** Group will continue to bolster its role in both promoting growth and job creation.

Outcome 3: Transformation

In this area, the goal is to build inclusive growth through transformation programmes in three broad areas. Firstly, addressing structural challenges to **growth through active competition policies**, particularly where concentration levels in the market limit new entrants and small and medium businesses. Second, policies that promote spatial transformation, enabling more balanced and **sustainable growth between rural and urban and between provinces.** Third, strengthening inclusivity/transformation in the quality of growth, including promoting all kinds of income-generating employment, broadening ownership, and more inclusive corporate governance models.

The Transformation outcome contains the following three focus areas:

- **Employment and ownership:** Expanding economic opportunities through waged work, self-employment, and the social economy, promoting ownership that is more equitable (black industrialists, women, youth, worker ownership, and small businesses) and worker empowerment.
- **Structural transformation:** Addressing economic concentration and supporting SMMEs.
- **Spatial transformation:** Promoting more equitable and sustainable spatial development, including using the District Development Model and promoting the township/rural economy.

The aim is to transform the economy's productive base and the patterns of participation in the economy through various but integrated interventions. These integrated interventions include establishing the transformation fund to address access to funding for black-owned enterprises and SMMEs, increasing their economic participation and income-earning potential, and supporting industrial-led growth and value chains to create market access.

Outcome 4: Capable State (implementation/ effective delivery)

In this area, the goal is to build greater capacity to ensure that national objectives are achieved through a new culture of partnership in the economy, characterised by greater responsiveness and nimbleness by the Department and its 18 entities, which includes promoting smart regulation (through cutting red-tape, ensuring fit-for-purpose and effective regulation, reviewing internal processes and legislation/regulations), and working closely with other parts of the state to forge a social compact with business and labour.

The Capable State outcome contains the following five focus areas:

- Department: Building strong institutional capacities in **the dtic** and streamlining its work, reviewing programmes to determine their impact and relevance, and strengthening forensic capacity under **the dtic** shared services programme in its commitment against fraud and corruption
- Entities: Building the entity staffing, governance capacity, and quick response; developing shared services; and rationalisation of functions and integration of work between entities and with the department
- Smart regulation: Address red tape and compliance in internal processes and in legislation and regulations; enable fit-for-purpose regulations
- Coordination within the department and with other parts of the state: Ensuring effective support functions from other public entities to achieve **the dtic** outcomes

Contribute to social compact with other social partners

4. Relevant Court Rulings

During Quarter 1 to Quarter 4 of the 2024/25 financial year, 8 (eight) court judgments were awarded in matters involving the Department. It is worth noting that, out of the 8 (Eight) judgments that were awarded during 2024/25, 7 (seven) were in favour of **the dtic** and 1 (one) was against **the dtic**. We opposed the adverse judgment. The rulings are fully set out below as follows:

NO OF MATTERS: 7 - JUDGEMENTS IN FAVOUR OF the dtic

NAME OF MATTER	SUMMARY OF FACTS	OPPOSED / UNOPPOSED
1. Deon Harmse AND 6 Others // Kamiesberg Local Municipality and Minister of Trade, Industry and Competition	On 12 April 2024, the Court dismissed an application seeking to declare section 21 of the National Building Regulations and Building Standards Act No 103 of 1977, which authorises the court to prohibit or order the demolition of building structures erected without approved building plans from a local authority.	Opposed
2. Tongaat Hulett (In Business Rescue) vs. Minister of Trade, Industry and Competition	On 6 May 2024, the Court dismissed with costs, an application for leave to appeal its earlier decision granted on 04 December 2023 which found that Tongaat Huletts (THL) and its business rescue practitioners are not entitled to suspend their payment obligations under the Sugar Industry Agreement.	Opposed
3. Lihaelo Bridgett Molapo v Minister of Justice and Correctional Services, Minister of Trade, Industry and Competition & Others	In August 2024, the applicant launched an application to declare Section 24(3) of the Legal Practice Act unconstitutional and invalid to the extent that it does not allow foreigners admitted elsewhere as advocates to be admitted and practice as legal practitioners in South Africa. Judgement issued on 2 December 2024, the Court dismissed the application finding that the provision reflects a policy choice of the Legislature and it regulates access to the legal profession.	Opposed
4. Nompumelelo Nene v The Auditor General of South Africa, the Department of Trade, Industry and Competition & Others	In February 2024, the applicant launched an application to review and set aside the findings of the Auditor-General of South Africa (AGSA) against the National Lotteries Commission (NLC) related to its financial management. The applicant further sought an order against **the dtic** related to the investigation of the NLC affairs. Judgement issued on 2 December 2024, the Court found in favour **of the dtic** dismissing the application with costs.	Opposed
5. South African Agricultural Machinery Association & 1 Other v Motor Industry Association of South Africa, Minister of Trade, Industry and Competition & Others	In September 2020, the applicant launched an application to declare that MIOSA is not entitled to payment contributions from members of the applicants in terms of the Consumer Protection Act, 68 of 2008 or in terms of the South African Automotive Industry Code of Conduct (the Code). The Minister was cited however did not participate in the matter. Judgement was issued on **30 April 2024** and filed on Court online portal on **23 August 2024**. The Court dismissed application finding that Motor Industry Ombudsman of South Africa (MIOSA) was entitled to levy costs against the Applicants' members based on the formula prescribed Schedule 5 of the Code.	Did not participate
6. Glenda Mathabe v Minister of Trade, Industry and Competition & Others	On 3 January 2025, the applicant launched an application to Application to reverse deductions made based on no work-no-pay principle dismissed with costs. Judgement was issued on 16 January 2025, the matter being struck off the roll due to lack of urgency with costs in favour of the NRCS	Opposed
7. Tariku Bogale v The Department Of Trade, Industry and Competition & Others	On 22 January 2025, the applicant launched an application to review and set aside film incentive application. On the 28 January 2025, the High Court of Pretoria has dismissed with costs on a Party and Party Scale and struck off the Roll due to lack of urgency	Opposed

NO OF MATTERS: 1 - JUDGEMENTS AGAINST the dtic

NAME OF MATTER	SUMMARY OF FACTS	OPPOSED/ UNOPPOSED	ACTION TAKEN BY the dtic
1. Periform Works Scaffolding v Broad- Based Black Economic Empowerment Commission (B-BBEE Commission) and Others	On 19 April 2024, the Pretoria High Court reviewed and set aside the findings of the B-BBEE Commission that the Applicants engaged in a fronting practice. The court has declined to grant the Applicant's declaratory order request confirming that their empowerment trust was compliant to the B-BBEE Act and related Codes of Good Practice.	Opposed	Root cause-Capacity Constraints which are being addressed. Legal Services provided legal assistance to draft and vet agreements to alleviate capacity constraints B-BBEE) Commission.

Part B: Our Strategic Focus

5. Vision

A dynamic and globally competitive South African economy harnessing on the full potential of all citizens

Dtic Impact statement

- Driving inclusive economic growth through sustainable industrialisation and job creation for a globally competitive South Africa

6. Mission

The dtic working with its entities will achieve inclusive economic growth by coordinating and enabling government wide interventions to:

1. Promote structural transformation;
2. Achieve stronger industrialisation
3. Transformation in terms of skills for the economy and enterprise development,
4. Increase trade, investment and exports
5. Promote the ease of doing business

Dtic Outcomes

The activities and outputs contribute to the achievement of **the dtic**'s apex outcomes of:

- Re-industrialisation,
- Job Creation,
- Transformation, and
- Building a capable state

The three strategic priorities of the 7th administration namely:

- Drive inclusive economic growth and job creation;
- Reduce poverty and tackle the high cost of living; and
- Build a capable, ethical, and developmental state.

7. Values

The Republic of South Africa is one, sovereign, democratic state founded on the following Constitutional values:

- Human dignity, the achievement of equality and the advancement of human rights and freedoms.
- Non-racialism and non-sexism.
- Supremacy of the constitution and the rule of law.
- Universal adult suffrage, a national common voters roll, regular elections and a multi-party system of democratic government, to ensure accountability, responsiveness and openness.

the dtic's values are:

- operational excellence in regard to service delivery standards, international best practices, Batho Pele Principles, continuous improvement and ethical conduct;
- intellectual excellence in regard to continuous shared learning, innovation, relevant knowledge and skills improvement, and knowledge management; and
- quality relationships with regards to improved and continuous communication, honesty, respect.

8. Situational Analysis

8.1 External environment analysis

The South African economy is inextricably integrated into the global economy in terms trade, direct and portfolio investment, technology and labour markets. Consequently, global developments including conflicts in the Middle-East and the Ukraine, rising geo-political tension, and trade frictions, haves a direct impact on the South African economy. This is especially so as South Africa's economy is dependent on international trade for growth. The total trade of goods and services accounts for just above 60% of nominal GDP, indicating just how important international trade (exports and imports of goods and services) is to our economy. The more the international trading environment faces strains, the more our growth will likely be affected. The following 'SWOT' analysis provides an assessment of the SA economy within the current global environment and highlights opportunities which this Strategic Plan will seek to develop.

8.2 SWOT Analysis

8.2.1 Strengths

Resilient manufacturing, mining, and agriculture sectors

The 'real economy' sectors listed above have been severely affected by rising imports, load-shedding, and rising electricity prices as well as the broader rise in the cost of doing business, increasing red tape, and regulatory uncertainty affecting especially the mining sector.

Notwithstanding these challenges, these sectors have demonstrated remarkable resilience and much of SA's crucial mining and industrial capabilities have successfully weathered both the global and domestic 'shocks'. This cannot be taken for granted. The new strategic plan is our response: we will hard to boost industrial capabilties and expand opportunities for our exports

Availability of critical mineral resources and abundant solar radiation position SA to benefit from green industrialisation if decisive policy action is taken now

South Africa and broadly Southern Africa is home to many of the critical minerals that are likely to underpin the global transition to lower carbon intensity in industrial production, consumer goods, and transport services. In addition, SA has strong value chains in mining capital equipment and heavy transport equipment production as well as mine services.

Building Southern Africa's international competitiveness through regional value-chain development and regional beneficiation initiatives could provide a significant stimulus to regional economies while expanding opportunities for South Africa to incrase value addition and bolster its role as a gateway to global markets. The green transition is already benefitting from public research support, but this needs to be scaled up across the region to ensure optimal beneficiation and the creation of new sources of long-term growth and development.

Internationally competitive agro-industrial (fruit, meat, processed foods, mohair, wool, hemp and cannabis) and autos value-chains

SA has proven competitiveness in a number – albeit too few – global value-chains including in the auto sector where all of the major Original Equipment Manufacturers (OEMs) have invested in production facilities. Increasingly, as government policy encourages component production, it is expected that auto sector growth will create more jobs and domestic value-addition.

SA also has well-developed production capacity and supportive eco-systems in agricultural sectors such as fruit and meats including table grapes, citrus and Karoo Lamb. **the dtic** has an important supportive role to play in these sectors to protect existing market access and to identify and undertake the necessary technical work to open new export markets for these sectors. In addition, the DFIs within **the dtic** group can support these sectors especially where job creation and transformation potential exists.

Sophisticated financial services sector and strong service sectors in areas such as mining, civil and construction engineering, communications technology, tourism and hospitality

South Africa's services sectors are a key strength of the domestic economy and are in many cases globally competitive. In particular, the domestic economy is well-served by deep and liquid financial markets and firms while SA's mining, construction and capital equipment service sectors have developed a growing footprint on the African continent.

Growing, youthful population eager to acquire skills and start a business

The African continent including SA is home to a growing youthful population. This so-called demographic dividend is key to sustained economic growth by firstly providing a steady supply of labour and more importantly creating strong consumer markets which can sustain domestic industry and create a virtuous cycle of economic growth. In addition, SA's young population demonstrates high levels of entrepreneurship but this is constrained by concentrated domestic markets and difficulties in accessing financial support to start a business.

8.2.2 Weaknesses

Economic structure that exposes SA to volatile commodity cycles

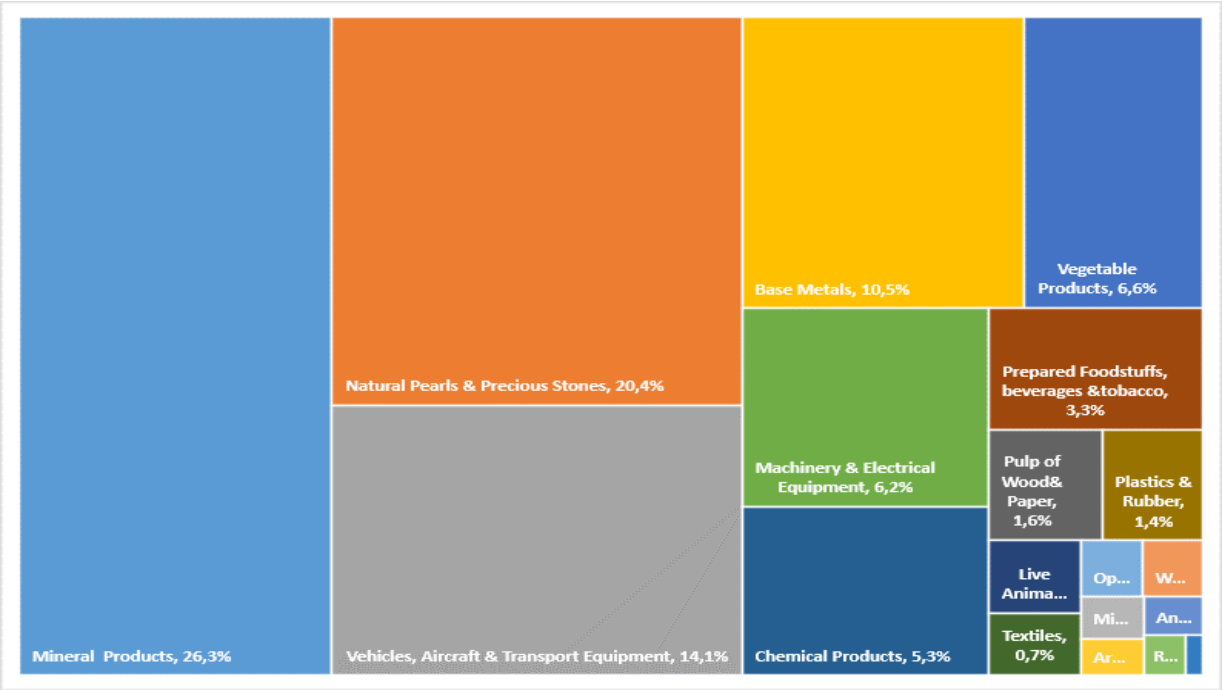
The structure of the SA economy reflects its mineral endowments and integration into the global economy as an exporter of primarily un-processed and semi-processed minerals such as gold, platinum, iron-ore, chrome, and coal. This has led to global-scale, State infrastructure investments to support bulk exports of low-value-added goods with access to the necessary infrastructure at cost-reflective tariffs. These exports during the 'commodity super-cycle' as China industrialised, were the main reason the SA economy experienced high rates of growth in the period 2004-08.

This over-reliance on mineral exports is a significant threat to sustained economic growth as commodity exports face volatile demand and prices; are constrained by production limits as the resource is depleted; and may face rising environmental concerns leading to slowing demand.

Although SA has a significant manufacturing industry, it remains a small exporter of manufactured goods, constrained by high freight and logistics costs, and the gradual erosion of its competitiveness due to rising costs of doing business including the rapid and sharp increase in electricity charges. To improve its competitiveness in global markets, South Africa must invest in infrastructure, energy efficiency, and reduce business costs. Additionally, fostering innovation and skills development in the manufacturing sector is crucial for enhancing the country's export potential.

South Africa's export profile in Figure 3 shows the extent to which SA exports are dominated by mineral exports with automotive exports the only significant manufactured export accounting for just under 5% of total exports. In many of SA's peer countries, this kind of economic structure has not changed without direct interventions to grow the manufacturing sector. In the absence of directed interventions, peer countries have remained constrained by commodity volatility and the absence of the dynamic technological spillovers associated with a growing manufacturing industry.

Figure 3: SA Export Profile, 2024



Source: SARS 2024

Domestic consumer market too small to encourage world-scale investments

South Africa's population is estimated at approximately 64 million in 2024. This places SA as the 24th most populous country globally; however this masks SA's exceptionally high levels of income and wealth inequality.

Income inequality has a material impact on domestic consumption and savings leading to an unusually small domestic market for consumer durables and semi-durables. At the same time, high rates of poverty result in domestic savings that are too low to sustain high rates of investment without FDI.

Wealth inequality is similarly exceptionally high. One measure of this is that the top 0.1% of South Africans own about 25% of SA's total wealth. This is an important contributing factor to SA's low rate of SMME start-ups as these enterprises are typically capitalised through the entrepreneur's personal/family savings or access to commercial finance with higher interest rates.

Black entrepreneurs find this particularly challenging as access to commercial finance is often dependent on the availability of collateral (such as land or housing), someone willing to provide surety, or the entrepreneur's balance sheet showing substantially higher assets than liabilities. These requirements are especially difficult to achieve because Apartheid's most damaging impact was arguably the dispossession of black people's land and access to education.

In addition, the SA economy is considered highly concentrated with almost 90% of domestic industries considered to be highly or moderately concentrated. Put differently, less than 10% of domestic industries can be considered unconcentrated. This level of concentration has allowed incumbent firms to create barriers to entry which have kept out SMME and large entrants and partially explains SMME

failure rates in SA. Furthermore, international experience suggests that concentrated markets are often characterised by higher prices, and lower consumer choices, and – by depriving incumbent firms of competitiveness-enhancing market contestation – discourages these firms from upgrading investment, and R&D activities and introducing modern work practices.

Addressing income and wealth inequality, and high levels of concentration is therefore not only a moral imperative, it is also essential to increasing domestic saving rates, increasing consumer demand, and injecting much-needed dynamism into the SMME sector through new market entrants.

Rising cost of doing business in SA and growing infrastructure gaps and inefficiencies in rail, ports, roads and water

Domestic firms and consumers have absorbed several cost 'shocks' in recent years. They include substantial increases in electricity prices and extended periods of loadshedding; declining municipal service delivery in areas such as waste collection, water reticulation, security; and road maintenance.

The energy supply in South Africa has stabilised in 2024, with no planned power cuts since late March. Before this, the country faced electricity shortages that hampered growth for years. Rolling power cuts began in 2007 and worsened from 2022. In 2023, outages lasted a total of 289 days, significantly affecting businesses that relied on costly diesel generators. The recent improvements in electricity supply are credited to better management of Eskom and strong political backing from the President and the Minister of Electricity.

Recently, firms have also had to contend with network infrastructure availability, port inefficiencies, declining passenger and freight transport volumes, and the rising cost of accessing SA's inefficient logistics, utilities, and other network infrastructure. This has reduced real wages at the household level pushing more individuals and communities into unemployment and poverty, further limiting domestic consumer spending. It also restricts the ability of businesses to operate efficiently, creating a barrier to both local (to compete with imports) and international competitiveness thereby limiting exports.

Where business has the option of using other ports, they have begun to do so with increasing volumes of freight being exported through Maputo. The government has already approved private-sector participation in SA's rail and port infrastructure revitalisation and operations and this represents an important opportunity for SA manufacturers of rail lines, cables, rolling stock, wagons, locomotives, and associated components. In some cases, the investments will be made by the private sector and it will be key that **the dtic** works closely with these firms to limit import leakages – so that domestic firms and their workers and shareholders benefit – to avoid negative impacts on SA's trade balance.

Under-investment in R&D, commercialisation and innovation by both public and private-sector has stifled innovation

This has limited SA firms' ability to enter new export markets and has created opportunities for imported products to meet SA consumers' needs for more product variety at lower cost. This erosion of competitiveness is also visible in the construction sector where SA firms are no longer as active on the continent and are increasingly positioned as sub-contractors to major foreign-owned infrastructure

firms. SA firm's withdrawal from major Engineering, Procurement, and Contracting (EPC) activities reduces the opportunity for SA value chains (e.g. capital equipment, mining equipment, construction machinery) to supply the key inputs to large, infrastructure projects. South Africa's economic diplomacy strategy will aim at creating benefits for South African firms in regional opportunities especially in infrastructure projects. This could also help to boost demand for South Africa's capital equipment and other goods.

Declining competitiveness has been worsened by high levels of concentration with dominant firms able to erect barriers to entry and thus limit the entry of dynamic, new firms and exclude competitors, strengthening their power over time. Hence, enforcement should focus on markets with dominant firms, but even in oligopoly markets, action is needed to reduce concentration and encourage competition. Proactive measures are necessary to prevent market concentration, possibly requiring stricter merger control.

Moreover, where public sector procurement has not been well-planned and communicated to businesses, the economic benefits are likely to be sub-optimal. Often in these circumstances, the State will attempt to procure large volumes of inputs that the domestic industry is unable to supply at short notice. Developing medium-term, transparent procurement plans which are implemented according to communicated timelines will encourage firms to make the necessary investments in expanded production or new product lines to support the infrastructure build programme.

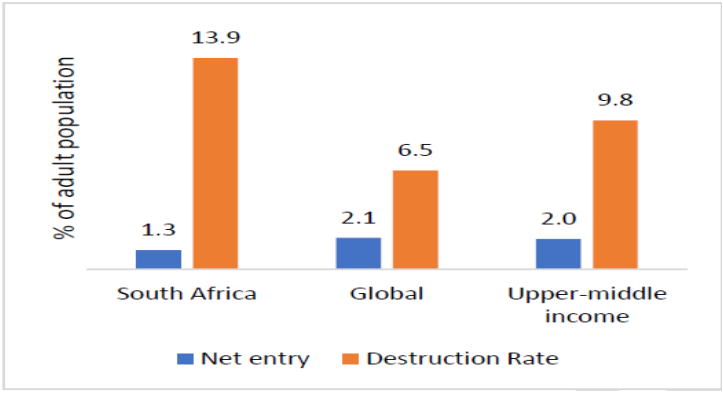
In addition, where the State procures directly, the requirement to procure from domestic manufacturers will be an important policy lever to be deployed to create jobs and economic growth in South Africa and not in countries that SA competes with globally.

In order to sustain infrastructure investment, the Government will need to increase expenditure on the economic development sector which underpins economic growth while maintaining social spending which is targeted at poverty alleviation. The use of PPPs and the concession of State infrastructure to encourage private-sector investment are important policy tools to be used while the Government navigates constrained public finances.

High levels of concentration limit entry of dynamic, new firms and SMMEs

The National Development Plan (NDP) highlights the role SMMEs play in economic growth, removal of inequalities and poverty reduction. In continued attempts to enhance SMME growth, the NDP aims to create about 11 million jobs through the SMME sector by 2030 and reduce unemployment by 6%. However, SMMEs in South Africa face a difficult business environment. This is evidenced by SAs comparatively high rate of SMME failures when benchmarked against peer middle-income countries. Figure 2 shows that fewer adults in SA start new enterprises and have significantly higher failure rates than the global or upper-middle-income average. To lower the rising unemployment rates, it is crucial to provide support to SMMEs.

Figure 4: Firms' Entry and Destruction Rates



Further investment in R&D is required but this must be sequenced with more aggressive investigation of anti-competitive conduct in concentrated sectors so that market entry by new, dynamic firms is supported. The Department will work closely with the Department of Small Business Development to meaningfully improve the SMME environment to encourage the emergence of black-, women- and youth-owned SMMEs in particular.

This is essential to successful structural transformation and the expansion of SA exports, especially manufactured exports.

Significant regulatory barriers and red-tape which is constraining investment and growth

Government has long recognised the emergence of red-tape in some cases as an unintended consequence of new policy directions. A growing body of evidence by the World Bank amongst others, shows that policy interventions can be undermined by perceptions that the regulatory compliance costs are high and/or disproportionate to the policy benefits. South Africa has experienced both of these effects and **the dtic** group has implemented a number of measures – such as the introduction of one-stop-shops to mitigate growing red-tape.

SA a relatively small open economy, moderately protected by tariffs and at risk of becoming a victim of trade diversion due to rise in trade wars.

South Africa has relatively low import tariffs as a consequence of its peculiar accession to the then-General Agreement on Trade and Tariffs (GATT). This is exacerbated by criminal activities which bypass legitimate tariffs and import restrictions. With many, busy land and sea ports and under-resourced inspection capacity and the prevalence of corruption, domestic industries are frequently affected by disruptive, illegal imports.

It is increasingly urgent that SA strengthen its borders, use agile trade measures to prevent economic injury from dumped products, and use its regulatory tools more smartly to support domestic manufacturers.

Slowing public-sector investment has failed to 'crowd-in' private-sector investment

Public investment has slowed and remains far below the NDP target of 10% of GDP. While this may be necessary in some circumstances, for example where a SOC has incurred debt from 'State Capture' decisions, the market has interpreted this slowdown as a medium-term phenomenon that has undermined business confidence and led firms to postpone their own investment decisions. This also has implications for firms and **the dtic's** entities that supply services to the infrastructure sector.

For example, the reduction in infrastructure spending and the generally tight fiscus have undermined several metrology services that are no longer sustainable (such as measurement services for energy-efficient lighting) and delayed the development of new measurement capabilities (including those that support the digital economy). As a result, local companies have to import measurement traceability to National Measurement Standards from other countries at a high cost, increased risk, and extended time delays.

Moreover, where public sector procurement has not been well-planned and communicated to businesses, the economic benefits are likely to be sub-optimal. Often in these circumstances, the State will attempt to procure large volumes of inputs that the domestic industry is unable to supply at short notice. This misalignment results in inefficiencies and missed opportunities for local businesses. Developing medium-term, transparent procurement plans which are implemented according to communicated timelines will encourage firms to make the necessary investments in expanded production or new product lines to support the infrastructure build programme.

In addition, where the State procures directly, the requirement to procure from domestic manufacturers will be an important policy lever to be deployed to create jobs and economic growth in South Africa and not in countries that SA competes with globally.

In order to sustain infrastructure investment, the Government will need to increase expenditure on the economic development sector which underpins economic growth while maintaining social spending which is targeted at poverty alleviation. The use of PPPs and the concession of State infrastructure to encourage private-sector investment are important policy tools to be used while the Government navigates constrained public finances.

Despite these challenges, there are opportunities for public-sector investment to play a transformative role, provided the government can strengthen policy frameworks, improve procurement planning, and encourage private-sector participation in infrastructure development.

8.2.3 Opportunities

Increase market access and exports under existing preferential trade agreements

SA has negotiated trade preferences with the EU, SADC, UK, EFTA, MERCUSOR and the African continent while also benefiting from unilateral preferential access schemes including the US through AGOA and the Generalised System of Preferences (GSP) from Japan, Norway, Russia, Switzerland and the US. These trade agreements serve as a powerful tool to unlock greater market access and drive export growth. These agreements, already in place, offer South African businesses the opportunity to expand into international markets under favorable terms, particularly in sectors such as agriculture, manufacturing, and services. Leveraging these agreements strategically can help diversify South Africa's export base, increase its global competitiveness, make the country a more attractive destination for investment aimed at establishing production capacity to export, and foster sustainable economic growth. In several areas, these preferences have been under-utilised and SA firms could develop these export opportunities further while also targeting FDI which produces for the domestic market as well as the AfCFTA markets.

Investment, trade and exports value chain

The Department will be advancing industrial policy priority sectors over the medium term through an investment, trade and exports value chain that aims to increase investment in manufacturing of products and services, while stimulating international demand to affect export-led industrialisation, towards increased exports and delivering 3.0% GDP growth by 2029.

Figure 5:


2 Trillion
Investment Promotion and Facilitaion
*Attracts foreign investors in Key Priority Sectors to build local production capacity for high-demand goods in target markets (e.g., electric vehicles for EU markets under green trade incentives).
* Attract investments in logistics hubs, port connectivity, and energy infrastructure to lower export lead times and costs.
* Branch focuses on attracting multinational corporations in key sectors aligned with AfCFTA trade opportunities, including:
Automotive Manufacturing: Establishing assembly plants to serve multiple African markets.
- Pharmaceuticals: Developing production hubs to supply affordable medicines continent-wide.
- Agro-processing: Exporting regionally traded value-added food products.
- Renewable Energy & Green Manufacturing: Supporting Africa's transition to sustainable energy.
ADVOCATE
Under AfCFTA, companies operating from South Africa gain preferential access to a $3.4 trillion market across 54 African countries, benefiting from:
Tariff-free movement of goods across African markets under AfCFTA.
Reduced Non-Tariff Barriers (NTBs) such as border delays and complex customs procedures.
Harmonized rules of origin, allowing South Africa-made products to qualify for AfCFTA preferences.
Industrial Policy Sectors
DECARBONISATION
Battery Value Chains and Beneficiation of Critical Minerals
Green Economy
Agro-processing
DIVERSIFICATION
Cannabis and Hemp
Clothing, Textile, Leather and Footwear (Ctfl)
Agro-Processing
Steel, Metal Fabrication and Aluminium Sector
The Global Business Services (Gbs) Sector
Automotives Industry
Chemicals
Plastics Sector
Cosmetics Sector
Oceans Economy
DIGITALISATION
Pharmaceuticals, Vaccines and Medical Technologies
Electro-Technical Industries and White Goods
Aerospace and
Induced Demand
International Demand
Trade Interventions
Increase number of countries trading under African Continental Free Trade Area Agreement (AfCFTA)
Deploy carbon trade instruments to promote South Africa's transition to a low carbon economy
Just Energy transition trade tools deployed
WTO reforms undertaken and attained
Exports Initiatives
Increasing the capacity of South Africa's enterprises to export, including skills for exporting
Penetrating African export markets beyond SADC
Increasing the value of South Africa's investments in the rest of Africa
Promotion and marketing of South African goods and services exports globally, including unlocking opportunities linked to trade arrangements and trade agreements
Economic Diplomacy and the professionalization of the foreign service
Resolving trade and investment barriers faced by South African businesses
Improved trade finance
Export Support
Duty Rebates and Drawbacks (ITAC)
Political and Commercilal Risk Cover (ECIC)
Traceability and quality assurance (NMISA)
Exports Increase
R3 Trillion
MTDP Economic Growth
3%

AfCFTA market for food, autos, mining equipment, financial services and construction services is massive

Compared to developed countries, SA and the continent still have very low rates of consumption of key durables per capita, for example, cars, computers, fridges, and so forth suggesting that production of consumer goods will be viable for an extended period. In addition, demand for housing and other forms of infrastructure provide entrepreneurship opportunities. As consumer markets across Africa develop and mature, demand for financial and other services can be expected to increase rapidly, presenting further growth opportunities for domestic firms.

Moreover, eleven of the twenty fastest-growing countries in the world are in Africa: Niger (11.2%), Senegal (8.2%), Libya (7.9%), Rwanda (7.2%), Cote d'Ivoire (6.8%), Ethiopia (6.7%), Benin (6.4%), Djibouti (6.2%), Tanzania (6.1%), Togo (6%) and Uganda 6%. South Africa's leadership in the AU, domestic industrial capabilities and AfCFTA trade preferences position SA to benefit. However, Libya and Benin have not yet ratified the AfCFTA Agreement whereas Cote d'Ivoire, Djibouti, Niger, Togo, Senegal and Ethiopia have not yet gazetted or starting impleting the AfCFTA tariff preferences. Pending the ratification and implementation of the AfCFTA by the latter countries, there are increased opportunities to increase trade with the following implementing countries outside of SADC, namely: Algeria, Cameroon, Egypt, Ghana, Kenya, Morocco, Rwanda, Tunisia, Burundi, the Gambia and Uganda.

Digitally-savvy, youthful population eager to enter Digital and Knowledge Services sector

SA is characterised by a large, digitally-savvy youthful population that currently produces relatively limited digital content for the domestic and export markets despite our substantial cultural, social and indigenous histories. Sharing this information with a global audience whether through social media, short video content and so forth, represents a vast, untapped market. In addition, SA youth are well-placed for *remote* digital work and especially digital services where unfilled vacancies in the US and EU are substantial and growing.

Untapped Digital Export Potential: Opportunities exist in remote work, software development, AI services, and digital content creation (e.g., streaming, e-learning, gaming).

Global Demand for Digital Skills: With major shortages in US and EU tech sectors, South African talent can fill gaps in IT, cybersecurity, and business process outsourcing (BPO).

Regarding our strategic focus in these areas, we will be expanding digital skills training and incentivise tech startups to export services under AfCFTA's Protocol on Digital Trade. We will also promote South Africa as a nearshore hub for global firms seeking skilled, cost-competitive digital labor.

Emerging sectors such as green industries, critical minerals and biotech which could leverage off SA natural resources and manufacturing capabilities

South Africa's mineral wealth—including platinum, vanadium, and rare earths—positions it as a key player in the global green energy transition. However, maximising this opportunity requires local beneficiation and regional collaboration, or careful development of regional value chains especially among countries that have endowments in complementary critical minerals.

Critical minerals are an opportunity for SA and the African continent but obtaining optimal benefit thereof will require coordinated action across Departments and neighbouring countries to ensure that these benefits are captured by firms and communities in mining areas and that local and regional processing of critical minerals is achieved. In addition, SA's flora resources are exceptionally high and supported by indigenous knowledge including in areas such as hemp and cannabis are likely to be of sustained economic benefit.

Critical Minerals Strategy*:* To move beyond raw exports, South Africa must develop domestic processing capabilities for battery production, renewable energy components, and electric vehicle (EV) supply chains.

Biotech & Indigenous Knowledge: The country's rich biodiversity—including hemp and cannabis—presents opportunities in pharmaceuticals, agro-processing, and sustainable materials.

In terms of our strategic focus in these areas, we will be strengthening public-private R&D partnerships in green tech and critical minerals processing. We will also advocate for regional value chains under AfCFTA to ensure African economies retain more value from mineral exports.

Focusing government support including R&D to catalyse innovation in priority sectors such as digital, consumer goods, industrial energy and defence

SA ranks poorly by most interntional R&D and innovation measures. This is a consequence of public and private-sector under-investment in R&D. Given limited resources, the under-investment in the digital, consumer goods, industrial energy and defence sectors is particularly challenging given that these sectors are currently growing rapidly internationally. Reversing this under-investment is therefore essential to SA's long-term economic growth performance.

Regarding policy action to boost innovation in priority sectors, we will enhance
tax incentives for private-sector R&D in priority areas and bolster the deployment of innovation fund. Further, we will align innovation funding with national industrial policy goals, particularly in decarbonisation, biotech, and digital infrastructure.

8.2.4 Threats

Global de-carbonisation interventions may affect SA disproportionally

The urgent need to arrest climate change has led some countries and trading blocs to develop and implement unilateral trade restrictions. They include interventions such as the Carbon Border Adjustment Mechanism (CBAM), carbon taxes, and shareholder pressure on investors to avoid investing in sectors such as coal but also position itself to commercially benefit from the global shift to greener technologies.

While the need to address climate change is fully accepted, some of these measures may have a dis-proportionately damaging impact on the SA economy due to firms' dependence on Eskom for electricity which is overwhelmingly generated using coal; sunk investments in metal processors (smelters) which are energy-intensive and thus difficult to 'green' and which play a stabilising role on the national electricity grid; SA's location at the tip of Africa which means that SA exports have a relatively large carbon footprint due to shipping and freight costs; and SA auto production which is exclusively focused on internal combustion engine (ICE) technology.

South Africa will continue to advocate for multilateral solutions to climate change and for developing countries to be given the necessary time to re-engineer production processes to lower its carbon content. In addition, incentives are being finalised to encourage auto firms to produce electric vehicles (EV's) in SA.

Geo-political tensions and 'trade wars' which may constrain exports, limit inward investment and expose SA to global surplus production of key products such as steel

It is clear that the global economy is entering a potentially extended period of uncertainty amidst worsening geo-political tensions. While SA is not the source of these tensions, it will be affected by the resulting impacts including increased protectionism in key export markets. Further, SA's domestic market may be affected by surplus production by other countries which need to find new markets to sell into. Changes and tensions in the international trading environment may also have negative impacts in investment – both FDI and portfolio investment.

While seeking to manage these risks, **the dtic** group will also use the opportunity to diversify export products and destinations while continuing to induce demand in the domestic market through localisation efforts linked in particular to infrastructure investment.

Economic instability that negatively affects businesses

Policy differences amongst domestic political parties and heightened global uncertainty could create policy uncertainty and discourage investment and job creation. **The dtic** group will through its participation in the Economic Cluster, endeavour to promote policy stabilty and appropriate signalling of potential policy changes.

Heightened competition from other regions which may offer better incentives, lower costs or more developed infrastructure to divert investment from SA

SA competes with developed and developing countries for access to export markets and FDI. In the current uncertain global environment it is even more important for SA to provide investors with a compelling value-proposition. In order to do so, SA must strengthen its economic narrative as well as provide internationally comparable incentives, production costs and infrastructure support. This will require **the dtic** group to constantly monitor the support being provided to firms by competitor countries.

Environmental risks i.e. natural disasters, floods, effects of climate change on sectors such as agriculture

SA experienced signficant flood-related damages in 2022 in a number of provinces, especially KwaZulu-Natal. The economic costs were severe although mitigated by the rapid intervention of **the dtic** group to assist affected firms. Nevertheless, most climate prediction models indicate a high likelihood of SA being disproportionately impacted by climate change. It will be important for SA to support firms' efforts to become climate-resilient.

8.3 Medium Term Development Plan (MTDP)

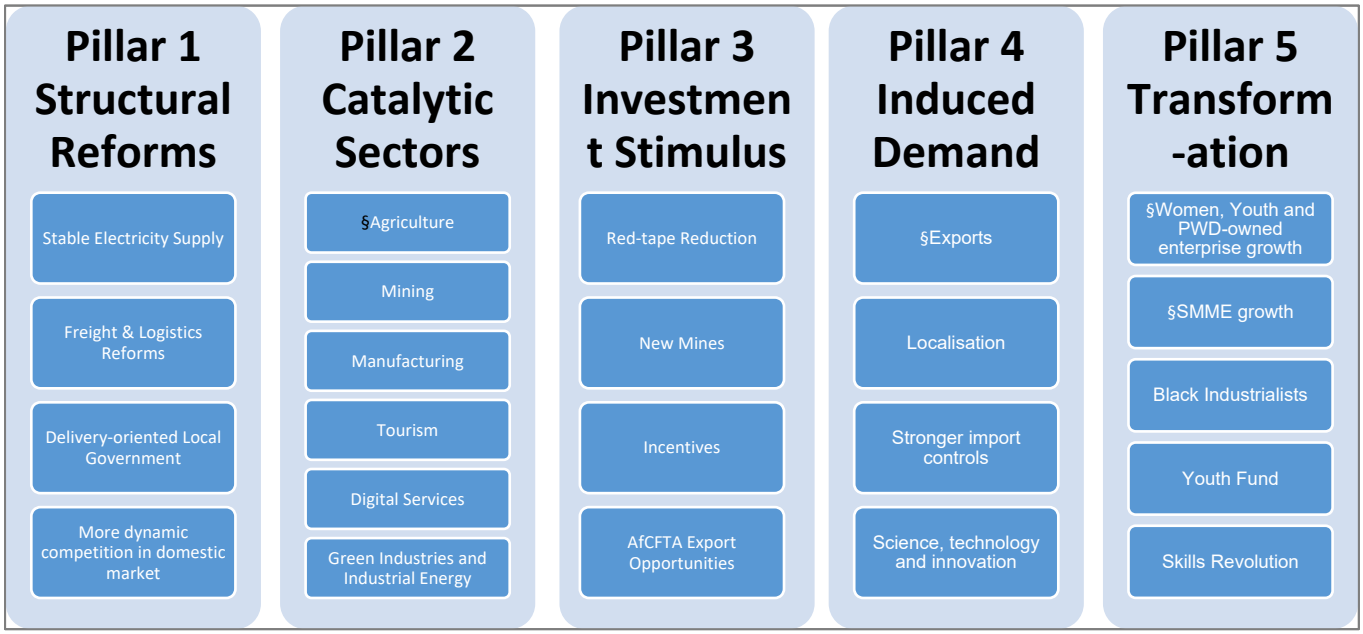
The MTDP was approved by Cabinet on 26 February 2025. The MTDP incorporates three strategic priorities that were outlined by President Ramaphosa in his Opening of Parliament Address on 18 July 2024, namely:

i. Drive inclusive economic growth and job creation;
ii. Reduce poverty and tackle the high cost of living; and
iii. Build a capable, ethical, and developmental state.

the dtic group contributes to all three these strategic priorities and is particularly focused on the apex priority driving inclusive economic growth and job creation.

At the centre of the MTDP is the identification of 5 pillars which represent the key interventions to achieve economic growth of 3% by 2029. These are reflected in Figure below.

Figure 6:



Pillar 1: Structural Reforms

The immediate priority of the MTDP is to sustain the momentum already developed and follow through on the implementation of these reforms. They include reforms in the energy, logistics and water sectors. In addition, Government will support reform efforts to improve service-delivery at local government level.

Pillar 2: Catalytic Sectors

The SA economy is dominated by service sectors which account for more than 60% of GDP. However service sectors often follow economic growth and may require skills which are not readily available leading to job creation which the majority of unemployed South Africans cannot benefit from. Government has prioritised 6 sectors which can catalyse economic growth and which seek to build on SA's critical minerals, agricultural and tourism endowments. Placing the manufacturing sector on a higher growth path will contribute to job creation across multiple supply-chains while boosting skills development in digital services, which are the high-value and fastest growing dimensions of the services sector globally.

Pillar 3: Investment Stimulus

SA's levels of both private and public investment are too low to support sustained economic growth. While there are many reasons for this, Government will prioritise interventions to unlock private-sector investment by reducing red-tape, encouraging mining exploration and continuing to provide investment incentives to attract FDI. In addition, government will evaluate its investment framework in line with the new business unusual approach and more specifically to reflect the goals of our industrial policy.

Pillar 4: Induced Demand

Weak business and consumer confidence has stifled demand. Consequently, in the short-term the domestic economy is unlikely to grow rapidly. Government will therefore prioritise supporting firms to enter the export market, support domestic industries in distress, and leverage infrastructure investment to localise production in SA.

Pillar 5: Transformation

The main developmental focus of the 7th Administration will be on the broader objectives of inclusive economic growth and reducing inequality, alongside promoting social transformation. Economic empowerment interventions, explicitly targeting women, youth, and persons with disabilities (WYPD) are pivotal in achieving the MTDP and GNU priorities relating to promoting inclusive growth and job creation. In addition, creating jobs for young people provides an opportunity to harness the energy and potential of young people towards building an inclusive economy and a more prosperous South Africa.

Five Year Targets

The **MTDP** identifies 5-year targets to which **the dtic** has aligned its Strategic Plan and APP, they include:

1 Create **6.4 million jobs**
2 Attract **R2 trillion in investment**
3 Support **1 million SMMEs**
4 **Domestic tourism** trips 41.8million
5 Facilitate **2.9 million work experiences**
6 Assist **441,000 subsistence farmers**
7 Develop **45 Industrial Parks & township incentive** (5 industrial parks per province)
8 **New Mines** 5% Share of Global Exploration Spend
9 Generate **R1.1 trillion in exports**
10 **Red tape reduction** introduce E-registration system to 100 municipalities
11 **Induced demand** 30 products or Technologies Designated
12 Transformation **800 000 workers benefiting through ESOPs**
13 Transformation fund **100 billion**

Industrial Policy

The NIP sets out government's approach towards industrial development and is informed by the three policy priorities of the seventh Administration alluded to in the MTDP section of the plan.

Industrial policy responds to a changing global and domestic economic landscape. By so doing, it addresses South Africa's fundamental socioeconomic problems of extreme inequality and high unemployment rates.

It is anchored on **decarbonisation, digitalisation and diversification** of the South African economy. The anchoring will propel high levels growth for economic development and job creation.

The government has prioritised climate change-mitigation policies and green industrial development to move towards a low-carbon economy. Industrial development, therefore, considers both economic and environmental factors. Decarbonising the South African economy includes beneficiating critical minerals, which are essential for climate change mitigation, energy transition and a low-carbon future, sustainable development, and technological development. Critical minerals are essential for clean

energy technologies, such as wind turbines, solar panels, batteries, green hydrogen, fuel cells and electronic components in consumer goods.

This is also linked to the just energy transition (JET), which aims to transition the South African economy from carbon intensive mineral and energy resources. Industrial policy ensures that South Africa responds adequately to this global challenge by managing the risks and exploiting opportunities presented by JET.

The NIP identifies priority sectors such as the battery value chains, automotive sector, steel, metal fabrication and aluminum sector, security of supply in the oil and gas sector and pharmaceuticals and vaccines.

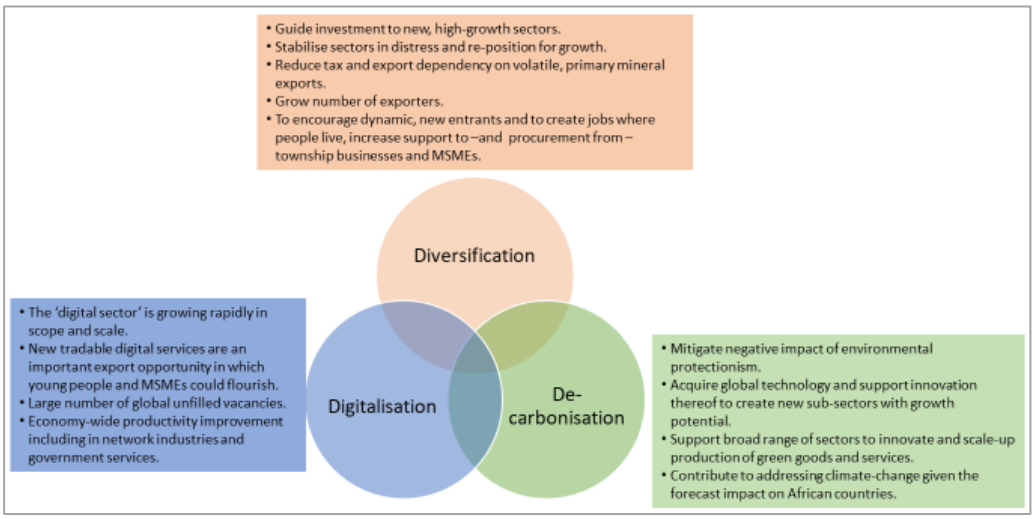
An emphasis is also made on emerging priority areas such as the critical minerals, green industries, digital economy as well the cannabis and hemp sectors. These sectors provide an opportunity for South Africa to access global markets through the export of products and services. Aggressive beneficiation of critical minerals will have multiplier effects for the South African economy and will provide the country with niche export markets, which are projected to grow exponentially over the years. The digitalisation of the economy will require the development of infrastructure, support for the design of digital products, protecting their development and commercialisation as well as incentivising startups.

8.3.1 The 3 Ds (Diversification, De-carbonisation, & Digitalisation)

Given the aforementioned SWOT analysis and the Government's ambitious 5-year targets, **the dtic's** industrial policy consists of the three Ds:

- **Diversification** – To increase SA's presence in growth sectors and growing export markets. This is crucial to ensuring that investment flows to sectors with the highest growth rates while supporting struggling and 'mature sectors' to improve competitiveness and access new markets. In some cases, competitiveness will depend on firms innovating production processes and upgrading products to meet domestic and export consumer preferences. **The dtic** will deploy its innovation funds and work closely with relevant sister departments to support technology acquisition and innovation to stabilise these sectors and position them for sustained growth.
- **De-carbonisation** – To mitigate the negative impact of current and future carbon barriers, and to position domestic manufacturers to enter the 'green economy' and thereby access this growing sector.
- **Digitalisation** – As this is a key source of productivity growth across the entire economy, trade in digital services is growing much faster than trade in goods, and there are many niche (but large to SA firms) sub-sectors where SA firms could gain a foothold in international markets.

Figure 7: Three D Economic Strategy



Policy Sequencing and Collaboration

Achieving these ambitious goals requires careful policy sequencing. Not every intervention needs to be implemented simultaneously; some, like critical minerals initiatives, will bear fruit in the medium term. In a constrained fiscal environment, partnerships with the private sector are essential. By fostering collaboration, the strategy aims to navigate the challenges posed by state-owned enterprises and global economic volatility, ensuring new sectors emerge swiftly to fill any gaps left by mature sectors.

Prioritising Inclusive Growth

The commitment to inclusive growth is unwavering. While the Expanded Public Works Programme (EPWP) will provide short-term job opportunities, the focus must shift toward sustainable job creation that empowers small, medium, and micro enterprises (SMMEs) and designated groups. This approach demands a skills revolution, particularly targeting youth and the "missing middle." Ensuring that underdeveloped regions, including townships and villages, benefit disproportionately is crucial, moving away from a mere 'trickle-down' effect.

This emerging economic strategy will be underpinned by detailed interventions, targets, and indicators of success which are outlined in subsequent sections of the 2025/26 APP. These interventions constitute a package of ambitious actions to revitalise the economy and sustain long-term growth at rates above 3.5% per annum.

Effectively Deploying our Trade Policy Tools

In pursuit of growth and economic transformation, South Africa will strategically deploy a broad-based and adaptive trade policy. Anchored in national interests and informed by a rapidly evolving global economy shaped by geopolitical tensions, technological shifts, and environmental imperatives, South Africa's approach will be agile: trade policy will serve the objectives of industrial policy.

As such, South Africa will pursue a multi-pronged strategy that engages bilateral partners, deepens regional integration, shapes multilateral reform, and contributes actively to plurilateral initiatives. This diversified approach reflects the complexity of today's trade landscape and aligns with our core economic objectives, especially to promote diversification, decarbonisation, and digitalisation.

Trade is not pursued for its own sake. It must enable domestic growth, crowd in productive investment, and advance industrial development. Our priority is to position South Africa as a resilient, diversified, and digitally capable economy. South Africa sees value in an open, fair, equitable, transparent, and rules-based global trading system. At the same time, we will leverage plurilaterals to advance our economic interests. Furthermore, we will continue to champion regional frameworks such as the African Continental Free Trade Area (AfCFTA) to build supply chains, deepen cross-border value chains, expand markets, and enhance our exports.

We will also proactively shape trade relations to secure opportunities for South African firms, especially small and medium-sized enterprises, and integrate them into global value chains. Small and medium enterprise comprise 90 percent of global businesses, and increasingly are new sources of innovation and job creation. This is not business as usual. South Africa's trade policy will be a key enabler of a transformed, dynamic economy—one that is more green, more digital, and more globally competitive.

8.3.2 Critical minerals beneficiation

Background

South Africa is rich in a number of critical minerals such as platinum group metals (PGMs), manganese, vanadium, and rare earth elements (REEs). However, much of the country's mineral wealth is exported in raw form, limiting value addition and economic benefits. The draft Critical Minerals Strategy outlines the key interventions to enhance local beneficiation, strengthen industrial capabilities, and support sustainable economic growth. The strategy proposes the following catalytic interventions to maximise full benefits of critical minerals:

- **Provision of targeted mineral specific, sector wide and cross-cutting support programs and incentives.**
  - Increasing exploration and **processing investments through simplifying permit processes and a range of support measures**.
  - Developing and appropriately utilising quality geoscience data
  - **Developing technology Innovations for mining efficiency to reduce costs and risks, improve recoveries and support R&D startups**
  - Addressing bulk infrastructure bottlenecks
  - **Creating regional partnerships for critical mineral production, processing, technology transfer, access to markets, and funding.**

The World Bank confirms that minerals will be needed at scales significantly beyond current production levels and estimates that demand for critical minerals of up to a 500 per cent increase should be expected by 2050 (WBG, 2018). This confirms the importance of transitioning South Africa's capability from a raw materials supplier to more intermediate and processed mineral products.

Plans to unlock optimal beneficiation of Critical Minerals

Mining and exploration

To replace lost capacity from end of life mines, South Africa must place a higher priority on exploration and resource development, paying special attention to essential minerals with high demand, like lithium, graphite, and rare earth elements. These minerals are more than just commodities; they are the fundamental components of the global shift to renewable energy, the low-carbon economy, and the revolutionary technologies of the future. This low carbon industrialisation presents South Africa with an opportunity to regain its position as a global leader in the mining and mineral processing industry, propelling technological advancement, economic expansion, and human capital development.

Table 1: Interventions at upstream and mining level

Intervention	Policy instrument	Responsibility	Timeframe
Invest in a functional and effective cadastral system. Conduct targeted mapping to reveal new opportunities, de-risking exploration and drive significant exploration investment in the country.	MPRDA	DMRE Council for Geoscience Minerals Council South Africa	**1 year**
Establish a national exploration fund through augmenting the Junior Exploration Fund to increase the 1% of global exploration investment in SA to 5%.	Exploration strategy for mining in South Africa Technology and Resource Industry Program (incentive scheme) Income Tax Act (11D)	DMRE National Treasury DTIC DSI Council for Geoscience	**3 years**
Streamline regulatory requirements across licensing departments, to align regulatory processes amongst departments and for improved turnaround time on the processing of prospecting rights	MPRDA NEMA	DMRE DEA	3 years

Value addition and localisation

Strong local manufacturing and beneficiation capacities will enable South African-made goods with local value addition to be used both domestically and exported to international markets, improving the balance of payment position as well as Gross Domestic Production (GDP). This will also reduce the reliance of the mining and minerals development value chain on foreign producers whilst providing opportunities for skills development and better paying jobs which will ultimately strengthen the economy.

Table 2: Interventions for beneficiation

Intervention	Policy instrument	Responsibility	Timeframe
Discouraging the export of unwrought minerals with limited production capacity, and subject to building absorptive capacity– to ensure reliable supply of input materials.	MPRDA (S26)	DMRE	5 year
Introduce differentiated electricity tariffs for highly valued processed minerals with high energy intensity.	Electricity Pricing policy	DMRE	4 years
Incentivise local beneficiation and create world-class research and manufacturing hubs dedicated to critical minerals like manganese, PGMs, and chrome in discovering new use applications outside of the automotive sector	Mining charter Precious Metal Act, 2005 DTIC Manufacturing Support Program Income tax Act (12I)	DMRE DTIC	5 years
Collaborate with regional partners to establish battery production hubs utilizing Nickel, Cobalt, and PGMs, to strengthen the regions' manufacturing capacity and global competitiveness.	SADC Protocol on Trade AfCFTA	DTIC DMRE DIRCO	3 years

Conclusion

In South Africa, enhancing mineral beneficiation is crucial for economic growth, job creation, industrialisation and economic expansion. Through these interventions SA will move up the value chain, reduce reliance on raw mineral exports and improve its position in the global critical minerals processing industry.

8.3.3 Designated Groups

South Africa's Constitution elevates human rights, equality and freedom for all to its citizens, irrespective of gender. Gender equality is a founding principle and core right in the Constitution. Section 9 of the Constitution enshrines the rights of all persons to equal protection and benefit under the law, and to freedom from unfair discrimination on the basis of gender, sex etc. Through the Constitution, South Africa has sought to protect and promote human rights and thereby foster human dignity. While progress has been made on a number of fronts, including equality through law, there has been a consistent and growing unease with a range of matters regarding the institutionalisation of the transformation agenda.

Meaningful participation of designated groups particularly women, youth and persons with disabilities in the mainstream economy is still low and this was further exasperated by the negative effect of the global impact of COVID-19 Pandemic in 2020 and 2021 that resulted in national lockdown of businesses and other key institutions such as schools for long periods of time. Furthermore, the economy also experienced challenges such as energy crisis marked by widespread power outages (load shedding), series of downgrades, including state-owned enterprises (SOEs), the July 2021 riots, and flooding in particular April 2022 KwaZulu-Natal floods which had a severe economic impact. It should also be noted that even before the pandemic and the highlighted challenges, the economy was already struggling having experienced two consecutive quarters of recession leading to job losses, income decline, and increased poverty.

South Africa has adopted the mainstreaming approach as a major approach to economic transformation. Increasingly gender analysis and gender-oriented programme planning are seen as being good for the economy as a whole because of the disproportionate number of women who are poor, and owning their own micro or informal enterprise, gender issues deserve special consideration.

Youth are at the bottom scale of economic activities majority are unemployed and business opportunities are not within easy reach. Furthermore, they lack access to quality education and useful skills development. To empower youth to be effective on economic participation the Department of Trade, Industry and Competition will identify key strategic partners in rolling out different programmes.

Industrial policy interventions have the potential to improve designated groupings disadvantaged position in the economy by supporting designated grouping as workers and business owners. In terms of designated grouping workers, industrial policy can support growth in sectors in which designated workers dominate. The advent of digital economy is also posing a huge opportunity for effective inclusion of designated grouping in the economy.

Partnership with the private sector companies to empower designated grouping on enterprise development using B-BBEE Act as a lever should be rolled out. Positioning designated groupings within key programmes of transformation like Special economic zones and Industrial Parks and the development of the digital economy should be a deliberate action that should be implemented and monitored.

Intervention of increasing market access for designated groupings owned enterprises should be a deliberate action where available instruments within **the dtic** e.g. exhibition and outward selling missions as identified and targeted to include the designated groupings.

Collaboration with Stakeholders

The Department works closely with businesses, organised labour, civil society, individual enterprises, and other government entities to achieve its objectives of industrialisation, transformation, and building state capacity.

Within the state, **the dtic** co-chairs the Economic Sectors, Investment, Employment and Infrastructure Development ('Economic Cluster') and is an active participant in the International Cooperation, Trade and Security (ICTS) cluster to identify synergies and collectively deliver on MTDP commitments. The Department coordinates the development of sector master plans where relevant stakeholders from the government, organised labour, and industry work together to develop and implement their respective sectoral master plans.

Moreover, **the dtic** participates at NEDLAC where it convenes the government constituency in the trade and industry chamber. Here, **the dtic** mobilises social partners including labour, business, and various government departments and agencies to consult on policies and legislation that can contribute to the achievement of MTDP targets and seek to mobilise the resources of other stakeholders to these goals.

8.3.4 Spatial Economic Development

On spatial economic development and transformation, the department is part of an Economic MinMec together with the Departments of Tourism and Small Business Development at a national level, and with all nine provincial Departments of Economic Development. This helps to ensure that national policy imperatives are coordinated with provinces for more effective implementation of the MTDP. The department participates in the District Development Model (DDM) work of the government through its contribution to the development and implementation of district one plans. The department contributes financially to Special Economic Zones and to the rejuvenation of Industrial Parks, though these entities historically have fallen under the management of provincial governments.

This creates governance challenges with the role of **the dtic** limited to funding. This is being reviewed and a new pilot approach will be extended to a further new SEZ. **The dtic** contributes to a suite of industrial support programmes to enterprises from all districts.

8.3.5 Just Transition

South Africa's economy remains heavily reliant on the mining and minerals sector, contributing significantly to GDP, employment, and export revenue. However, this model faces growing risks, including global shifts away from carbon-intensive industries, price volatility, and environmental degradation. Simultaneously, there is mounting pressure to boldly implement high carbon taxes to accelerate the move toward a green economy, which could risk foreign dependency and short-term growth stagnation if not carefully managed.

This is often presented as a binary choice: Continue with the carbon intensive mining, coal fired energy and the mineral complex or rapidly move to climate friendly system where we might end up dependant on import foreign technology and subsidies. The decarbonisation strategy will propose a blended approach that uses the carbon tax and other instrument as a signal, but pairs it with robust industrial policy to build local capacity and local intellectual property in order to protect GDP growth. A gradual and phased approach would ensure that businesses, industries, and consumers can aim for a smooth transition and minimize disruption, while ensuring that the country's international commitments are met and we can afford the transition but also capture the new opportunities available to the country. For us, this is about both *sustaining* existing industries that are labour-intensive through transformation of the supply chains from within while making a strategic shift to building capabilities in the new green and digital sectors.

As we continue to diversify our industrial base, we remain committed to expanding exports across the African continent and exploring new international horizons for the destination of our goods, especially in view of the emerging protectionism in the North. Our extensive footprint on the continent primarily comprises value-added exports, and over a quarter of our exports find a home in Africa, with a remarkable 64% being manufactured goods. Our industrial output is pivotal to the growth of the African continent as we will be deliberate about building regional value chains especially targeting the new dynamic sectors.

The specific electricity challenge is on the one hand part of a broader disruption of the national and global energy system in response to climate change and is also exacerbated by a shortage of affordable and secure energy that supports economic growth and industrial and business development.

If the 20th century becomes known as the century of crude oil and nuclear energy, the 21st century may be known as a century of renewable energy and green hydrogen. SA is well positioned to become a key player, with our reserves of platinum group metals used as a catalyst in green hydrogen fuel-cells; as well as vanadium used in battery storage technologies.

Amongst others, South Africa has already been able to increase the share of renewable electricity; embark on assembly of hybrid vehicles using a combination of internal combustion engines and electric motors; improve battery-storage and green-hydrogen technologies; and enter production of consumer products that use solar energy.

New opportunities may arise from technological breakthroughs in carbon-capture and storage and regulatory shifts such as the adoption of e-fuels. Indeed, the EU recently decided to include e-fuel driven vehicles within their permitted regulatory framework for the post-2035 car market. What these point to is the need for agility in industrial strategy as the new technologies that are shaping the green revolution are not yet settled. A specific focus will be on the transition plan to shift to production of electric vehicles (EVs) and core components, including EV and grid batteries.

This transition towards ‘greener technology’ in the automotive industry yields potential to widen the scope of raw and precursor materials receiving benefit under our auto-industrial policy framework. This would further incentivize deepening of upstream battery fabrication potential using minerals and standard materials that can be found within South Africa and in the Region. Work is underway following a ministerial directive issued in March 2025, to investigate the widening of the materials receiving benefit under the APDP. South Africa is further engaged in negotiation on cumulation with key trading partners such as the EU and the UK to preserve market access opportunities for hybrids and EVs.

South Africa and the European Union have agreed to work towards a Clean Trade and Investment Partnership. This partnership will support the development of value chains that are more environmentally sustainable. It will make South Africa and the EU more competitive in a low-carbon global economy by encouraging investment that promote local beneficiation of critical minerals, as well as investments in renewable energy, low carbon hydrogen and clean technologies. This partnership will improve cooperation between South Africa and the EU on investment facilitation, including targeted engagements on some of the regulatory issues that constrain trade and investment. This work should enable South African companies to export products like sustainable fuel and electric and hybrid vehicles to the EU. One of the most important outcomes of the 2025 SA-EU summit was the announcement by the EU of an investment package worth €4.7 billion – around R90 billion – to support investment projects in South Africa. This package will include grants and loans from European financial institutions and businesses. Amongst others this package will support South Africa’s just energy transition through the beneficiation of critical raw minerals and development of low carbon hydrogen. South Africa and the EU will continue to identify investment projects for further collaboration, including through promoting Foreign Direct Investment.

8.4 Internal Environment Analysis

8.4.1 Human Resource Management and Development

Leveraging on the department’s strong knowledge base and recognising the need for continuous enhancement of human resource capability and capacity, the department will implement a Medium-Term Human Resource Plan. This Plan will prioritise skills development, vacancy filling and the alignment of organisational culture and structure.

8.4.2 An ethical, capable and professional public service

Embedding Ethics, dealing with Corruption and Governance in **the dtic**

Ethics and the management of corruption are managed via interventions by the Head of Ethics, through robust awareness, webinars, training, consultations and proactive measures implemented. To promote transparency, prevent conflicts of interest, and uphold ethical conduct, ensuring public trust and accountability, **the dtic** has achieved 100% compliance to the financial disclosure framework as required by the PSR, 2016.

To ensure that public servants at **the dtic** are living within their means, preventing the accumulation of unexplained wealth that could indicate corrupt activities or conflicts of interest, the department has conducted 100% lifestyle audits on all SMS members and designated officials and no referral for investigation was required.

To encourage the promotion of transparency, compliance, fair treatment and the addressing of the causes of malpractice, a whistleblowing hotline (email) is monitored and cases from the hotline are expeditiously assessed and referred for investigation and actions taken accordingly after investigation.

8.4.3 Entity governance

To enhance oversight over the entities under the executive authority of the Minister, the Department will ensure coordinated planning with the entities and put in place mechanisms to support and continuously monitor their performance in support of the priorities of the Department and government. Aligned to this the Department will ensure that leadership positions within the entities, i.e Boards, Tribunal Members, Commissioners, CEOs are not left vacant for extended periods. A process will also be undertaken to ensure that governance structures as provided for in the founding legislation of the entities are established and operational.

8.4.4 Financial Resource Consideration:

The 2025 MTEF was prepared within a tight fiscal environment, where any funding pressure continued to be considered through reprioritisation, within the department's existing baseline. The department continues to implement cost containment and improving the efficiency of resource allocation. However these efforts alone are not sufficient to fund key programs.

It is therefore crucial to explore diverse and innovative sources of funding. These can help alleviate the reliance on current allocations and provide sustainable financial support for key projects. By leveraging a combination of public-private partnerships, blended financing, development financing institutions, and donor funding, the department can access additional capital and unlock new pathways for financing large-scale infrastructure, social, and economic development projects. These strategies not only help bridge the funding gap but also contribute to sustainable growth, improved service delivery, and the achievement of long-term development goals.

Total expenditure is expected to increase at an average annual rate of 4.4 per cent, from R9.4 billion in 2024/25 to R10.7 billion in 2027/28, driven by spending in the Incentives programme, mainly to disburse funds for industrial assistance. Spending in the programme is expected to increase at an average annual rate of 10.7 per cent, from R4.2 billion in 2024/25 to R5.7 billion in 2027/28.

8.4.4.1 Green Industrialisation

The department will provide incentives for green industrialisation through blended financing to ensure a sustainable funding model. The incentives will support large-scale sustainable infrastructure, green technology R&D, and the development of impactful green markets. Strategic public-private partnerships and other incentives such as tax incentives will be utilised to drive large-scale industrialisation and ensure a sustainable, low-carbon industrial economy. Additional funding will also be leveraged from development financing institutions. The clothing and textile firms are supported through the clothing and textiles competitiveness programme, which has a budget of R1.73 billion over the medium term.

8.4.4.2 Private Sector Investment

Building partnerships with the Private sector remains key to secure investment and create jobs. Through incentive programmes, the department plans to leverage investments from private sector amounting to over the medium term. In order to attract and sustain these vital partnerships, the following mechanisms will be utilised, amongst others:

- **Public-Private Partnerships (PPP)** – Focus on expanding successful PPP models, particularly for infrastructure projects like the Gautrain project, which have demonstrated effective collaboration between public and private sectors.
- **Tax incentives**– Offer tax relief for private investors, such as tax deductions or credits for investment made in specific sectors or region. This encourages private companies to fund projects that align with the government's objectives.
- **Blending Financing** – In collaboration with Development Finance Institutions (DFIs), offer concessional funding to reduce the overall cost of capital for green industrial projects, making such projects more viable and attractive to private investors.
- **Foreign Direct Investment (FDI) –** Attract greater FDI by fostering an investor-friendly environment, enhancing the regulatory framework, and reducing red tape. Special Economic Zones are also a key investor attraction, allowing investors to bring advanced technology, access to international market, in addition to the capital investment.
- **Corporate Social Responsibility Partnerships** – Facilitate partnerships with the private sector to align with national development goals and ensure more focused, impactful initiatives that address critical social and economic challenges.

8.4.4.3 Transformation Fund Resource Mobilisation and Capitalisation

The objectives of the Fund are to:

- Promote economic transformation in order to enable meaningful participation of black people in the economy;
- Improve access to funding for majority black-owned and controlled enterprises;
- Empower and support majority black-owned and controlled enterprises participation in value chains across key sectors of the economy; and
- Mobilise financial resources from the private and public sector using B-BBEE legislation

The Transformation Fund is anticipated to be capitalised at R20 billion per annum over a five-year period. The capitalisation and resource mobilisation strategy involves sourcing contributions from a variety of sources to achieve sustainable and inclusive economic growth.

The Transformation Fund aims to diversify its funding sources to create a flexible financing model that supports the country's economic growth and transformation. This includes securing resources from donor agencies, international organisations, development banks, private sector investments, philanthropic contributions, and other strategic third-party partners, particularly for initiatives with social or environmental impact goals.

The Transformation Fund aims to support majority black- owned businesses, black industrialists and SMMEs, in terms of financial and non-financial support:

- Focus on Townships and Rural Areas as well as productive sectors with high impact on job creation: The Funds will be applied to productive sectors of economy and priority sectors which, amongst others include township business support, supporting businesses in rural areas, services industry, tourism, agriculture, manufacturing and sectors that are a priority as identified in the industrial policies.
- Technical Support and Access to Markets: Access to markets and technical support will be prioritized and adequately funded above all pillars of the Fund. This is to ensure that there is sustainability through an all-round intervention.
- Avail products and services covering (Equity, Working Capital, Asset Finance, Venture Capital, grants (include research and development) and the whole spectrum of financial products and services in between, that address the specific barriers Black entrepreneurs face when seeking different types of financing.

8.4.4.4 Government Contributions

Equity Equivalent Investment Programme (EEIP) - B-BBEE Codes make provision for those multinational businesses that have challenges complying with the ownership element of the B-BBEE

Codes to set aside funds (25% of the value of their South African operations or 4% of South African based annual turnover). Funds from EEIP will be channelled to the Transformation Fund, as an alternative option.

Enterprise and Supplier Development (ESD) Funds – The aim for ESD Funds is to strengthen local procurement, enhance local supplier development programmes and increase financial support towards black entities. The ESD funds will be utilised for transformation purposes.

8.4.4.5 Private Sector involvement

The increased involvement of the private sector in ESD initiatives is not only driven by regulatory requirements like B-BBEE but also by the recognition that a thriving SMME sector is integral to a sustainable and resilient economy. By investing in small businesses, private sector players contribute to the creation of new markets, the expansion of business opportunities, and the development of a more diverse economic landscape.

8.4.4.6 Additional funding

The department received additional funding of R1.3 billion in 2025/26 to continue creating work opportunities through the presidential employment stimulus. Despite this additional allocation, spending in the Transformation and Competition programme is expected to decrease at an average annual rate of 25.8 per cent, from R1.8 billion in 2024/25 to R724 million in 2027/28. This is attributable to allocation for the Small Enterprise Finance Agency moving from **the dtic** to the Department of Small Business Development over the medium term.

Part C: Measuring Our Performance

9. Institutional Performance Information

9.1 Measuring the Impact

Impact statement	**Driving inclusive economic growth through sustainable industrialisation and job creation for a globally competitive South Africa**

9.2 Measuring Outcomes

MTDP priority: Drive Inclusive Growth and Job Creation			
MTDP Outcome: Increased employment and work opportunities			
Outcome	**Outcome Indicator**	**Baseline**	**Five year target**
Reindustrialisation ***Increased employment and work opportunities***	Number of jobs created through sectoral interventions	17 751 new permanent jobs created through industrial interventions	40 000 jobs created through sectoral interventions
	Number of job opportunities created	50 000 Social Employment Fund (part-time or temporary job opportunities) 50 000 jobs created in the GBS Sector	250 000 job opportunities created in the Social Employment Fund 150 000 digital economy jobs created by the GBS sector
	Number of unemployed youth trained	132 000 unemployed youth trained	250 000 unemployed youth trained
	Number of people skilled through partnerships with private-sector firms	New indicator	10,000 people skilled through partnerships with private-sector firms
	Number of unemployed people who complete a Digital Literacy course	New indicator	500 000 unemployed people complete a Digital Literacy course
Skills upgrading in firms	Number of worker champions in receipt of skills upgrading for increased firm	New indicator	1 970 fully funded interns placed in Metros in key strategic areas such as Town planning, Engineering, Local economic development
	Increase spend in workplace-based placement internships from 7% to 30%	New indicator	30%

MTDP priority: Drive Inclusive Growth and Job Creation			
MTDP Outcome: Increased investment, trade and expand tourism			
Outcome	**Outcome Indicator**	**Baseline**	**Five year target**
Reindustrialisation ***Increased investment, trade and expand tourism***	Rand value of investments secured through greenfield and brownfield investments including SEZs and Industrial Parks	R1 Trillion investments secured	R 2 trillion investments secured
	Number of new Special Economic Zones (SEZs) designated to facilitate re-industrialisation utilising the new model derived from the Spatial Industrial Development (SID) Strategy	New Indicator	4 New SEZs designated for investment (Fetakgomo Tubatse, Bojanela, Vaal, Boegebaai) attracting R 50 billion investment
	Number of Cross Border partnerships developed between South Africa and other countries to facilitate the integration of regional value chains through Special Economic Zones (SEZs)	New Indicator	2 Cross border SEZ partnerships established • Musina-Makhado- South Africa and Zimbabwe • Nkomazi – SA and Mozambique
	Number of linked trade corridor anchored by SEZs to enhance the logistical efficiencies to enable the effective manufacturing and trading of value added goods	New Indicator	2 Strategic trade led corridors established unlocking export capacity of R15 Billion • Gauteng-Eastern Cape: Automotive export corridor • Nkomazi-Maputo: agro processing export corridor
	Increase in the land area of existing SEZs to provide more space for targeted investments in key sectors	New Indicator	Increase in the land area of 3 existing SEZs to provide more space for targeted investments in key sectors Dube Trade Port, COEGA, Tshwane unlocking R 15 billion in investment
	Value of exports from SEZs under the AfCFTA	New indicator	R75 billion in exports in year 5
	Number of industrial parks developed into competitive infrastructure platforms for supporting diversified sectors (in agro-processing; digital / ICT clusters; light engineering services; artisans incubation support; EV innovation; etc.) and linked to value chains in township & rural areas and their enterprises, under the new model of implementation	15	45 industrial park developed into competitive infrastructure platforms for supporting diversified sectors and linked to value chains in township & rural areas and their enterprises, under the new model of implementation R 50 Million value of New investments / tenants supported to locate in 45 IPs 6 Diversified sectors supported across IPs in townships and rural areas to the value of R50 Million 10 New artisan incubation hubs in 10 IPs with 1000 artisans developed 10 digital infrastructure hubs supported to enable 100 - ICT enterprises

MTDP priority: Drive Inclusive Growth and Job Creation			
MTDP Outcome: Increased investment, trade and expand tourism			
Outcome	**Outcome Indicator**	**Baseline**	**Five year target**
	Rand value of export revenue of Global Business Services	R7.3 billion	R20 billion
	Number of prototypes commercialised	5 prototypes commercialised	30 Prototypes commercialised in key priority sectors
	Rand value of funding from competition and transformation settlement commitments for SMMEs, women and youth and people with disabilities	New Indicator	R2 billion funding from competition and transformation settlement commitments

MTDP priority: Drive Inclusive Growth and Job Creation			
MTDP Outcome: Increased investment, trade and expand tourism			
Outcome	**Outcome Indicator**	**Baseline**	**Five year target**
Re-industrialisation ***Increased investment, trade and expand tourism***	Regional value chains to drive SA competiveness and exports of manufactured products	New indicator	3 Regional value chains in critical sectors developed (e.g. autos, pharmaceuticals, agro processing etc).
	Increased % manufacturing growth through the implementation of a National Industrial Policy	0.5% increase in manufacturing growth through the implementation of a National Industrial Policy	1% increase in manufacturing growth through the implementation of the National Industrial Policy
	% of global market share for processed critical minerals: • Battery grade minerals (Aluminium, Nickel, Manganese, Copper, Vanadium, Lithium, Rare Earth Elements (REE), Graphite and Cobalt) • Chrome • Iron ore	New indicator	5% of global market share for processed critical minerals
	Rand value of procurement for locally manufactured goods and services	New Indicator Base-line R0	R500 billion
	% Reduction in the importation of rail transport equipment	New indicator Base-line R3.65bn	10% reduction in the Importation of rail transport equipment
	Development of the rail tariff reduction support programme	New indicator	Implementation of the approved rail tariff reduction support programme and achieve 15% reduction in the cost of rail transport.
	Rand value of exports	R2 trillion exports to the world	R3 trillion exports to the world

MTDP priority: Drive Inclusive Growth and Job Creation			
MTDP Outcome: Increased investment, trade and expand tourism			
Outcome	**Outcome Indicator**	**Baseline**	**Five year target**
	Increased % of products exported under existing preferential Trade Agreements	Utilisation at 85%	Utilisation at 90%

MTDP priority: Drive Inclusive Growth and Job Creation			
MTDP Outcome: Increased investment, trade and expand tourism			
Outcome	**Outcome Indicator**	**Baseline**	**Five year target**
Re-industrialisation ***Increased investment, trade and expand tourism***	African Continental Free Trade Area Agreement (AfCFTA) implemented and exports to the rest of the continent increased	8 countries trading under the AfCFTA	30 countries trading under the AfCFTA
	Number of economic interest strategies implemented to increase exports and investment from key trading partners and potential trading partners	Existing country strategies and country profiles Draft Africa Strategy Outcomes of Bi-National Commissions, State Visits and Business Forums	Implementation of 15 Economic interest strategies
Energy security and just energy transition	Number of trade instruments deployed to promote South Africa's just transition to a low carbon economy	New indicator	5 Trade instruments deployed to promote South Africa's just transition to a low carbon economy
Strategic market access for exports to global markets	Increase access to strategic markets	New indicator	Identify and resolve at least 10 key trade barriers (tariff and non-tariff) for South African businesses in strategic markets, reducing their impact within 5 years

MTDP priority: Drive Inclusive Growth and Job Creation			
MTDP Outcome: Economic Transformation and equitable inclusion of women, youth and persons with disabilities for a just society			
Outcome	**Outcome Indicator**	**Baseline**	**Five year target**
Transformation ***Economic Transformation and equitable inclusion of women, youth and persons with disabilities for a just society***	Rand value of transformation fund aggregated and disbursed	New indicator	R100 billion aggregated and disbursed
	Number of workers with shares in their companies	559,000 workers with shares in their companies	800 000 workers with shares in their companies

MTDP priority: Reduce poverty and tackle the high cost of living			
MTDP Outcome: Improved access to affordable and quality healthcare;			
Outcome	**Outcome Indicator**	**Baseline**	**Five year target**
Transformation: ***Improved access to affordable and quality health care***	New Patents Act enacted to ensure integration with flexibilities under the WTO Trade-related Aspects of Intellectual Property (TRIPS) Agreement	New indicator	Patents Bill enacted
	Designs Amendment Act to provide better legal certainty and support to creators and businesses in the design sector and align with changes to the utility model in the Patents Act	New indicator	Designs Amendment Bill enacted
	Number of WTO reform outcomes attained thereby contributing to the modernisation and fairness of the multilateral trading system	New indicator	1 WTO reform outcome attained

MTDP priority: Drive Inclusive Growth and Job Creation			
MTDP Outcome: Increased investment, trade and expand tourism			
Outcome	**Outcome Indicator**	**Baseline**	**Five year target**
Re-industrialisation	Approval of Accelerated Energy Roadmap by the Minister	New Indicator	One Accelerated Energy Roadmap approved by the Minister by 2026.
		New Indicator	Ten negotiated price agreements between Eskom and firms to improve the competitiveness of key industrial sectors.
Digitalisation	Roadmap developed (in partnership with Operation Vulindlela Digital Transformation Team) for shared public infrastructure economic reforms	New indicator	One Digital Roadmap approved by the Minister for implementation.

MTDP priority: Build a capable, ethical and developmental state			
MTDP Outcome: Improved governance and performance of public entities Effective policy environment			
Outcome	**Outcome Indicator**	**Baseline**	**Five year target**
Capable State: ***Red tape reduction*** ***Improved governance and performance of public entities***	% increase in prosecutions of illicit trade	New Indicator	Identify 5 key areas for joint enforcement to address illicit trade and which will lead to a 10% increase in prosecution of illicit trade by 2029
	Improved ranking on ease of doing business measures	SA ranking on the World Bank Ease of Doing Business index at 84	50th ranking on the equivalent of Ease of Doing Business index
	Number of new One Stop Shop established in 6 provinces	3 One Stop Shop established	6 new One Stop Shop rolled out in 6 provinces to unlock 120 investment projects

Effective policy	Number of new Fusion Centre to undertake regulatory reform for Acts, Regulations, Licencing, Permits and Registrations will result in 10% improvement in the ease of doing business red tape reduction	New Indicator	4
	Number of Investor surveys in support of government's Red Tape Reduction initiatives	New Indicator	Biannual 10 Investor Surveys conducted on investor services
	Number of legislation developed to reduce red tape	2nd Companies Bill	1 Omnibus Bill
	Number of legislation amended for an enabling environment, inclusive growth and red tape reduction	Companies 1st and 2nd Amendment Bills Copyright Amendment Bill and Performers' Protection Amendment Bill	7
	Number of Regulations amended to enable red tape reduction and create an enabling environment	Companies Amendment Regulations on Know your shareholders related to grey listing	7
	Number of interventions to streamline processes for **the dtic** entities to enable red tape reduction	New Indicator	2 interventions streamlined for **the dtic** entities
	Reduced turnaround times of **the dtic** entities on processes, applications and permits by 30% to reduce red tape and create and enabling environment	New Indicator	Turnaround times reduced by 30% on processes, applications and permits in **the dtic** entities

MTDP priority: Build a capable, ethical and developmental state			
MTDP Outcome: A capable and professional public service			
Outcome	**Outcome Indicator**	**Baseline**	**Five year target**
A capable and professional public service	% of staff engaged through performance excellence culture survey	New Indicator	80% of Staff engaged
	% of entities achieving 80% performance annually	New Indicator	100% entities achieving 80% performance annually
	Unqualified audit opinion for both financial and non-financial performance	New Indicator	Unqualified audit opinion for both financial and non-financial performance
	(%) of procurement contracts approved towards women owned businesses	40 % Women	40% Women
	(%) of procurement contracts approved towards youth owned businesses	24% Youth	30% Youth
	(%) of procurement contracts approved towards PWD owned businesses	1 % PWD	3% PWD

9.3 Explanation of Planned Performance over the Five Year Planning Period

9.3.1 Corporate Management

The outcomes outlined play a pivotal role in advancing the strategic objectives of the Medium-Term Development Plan (MTDP). A "Fit for Purpose" structure is essential to ensure that **the dtic** operates with optimal efficiency and effectiveness, aligning its resources and capabilities with its strategic goals. By implementing a structure cutting through all levels that is fit for purpose, the department will enhance its operational efficiency, enabling it to respond adeptly to both internal and external challenges.

Similarly, establishing Inclusive Workplace Culture Fora aligns with the MTDP's objective to foster a cohesive and engaged workforce. These fora provide a platform for employees to voice their opinions, contribute to decision-making, and cultivate a sense of belonging. This inclusivity drives higher employee morale and productivity, directly supporting the organisation's broader mandate and goals whilst fostering an inclusive environment and drive cultural change.

Aligning skills development with technical competencies addresses the skills gap identified through the Skills Audit of Senior Management Service employees. This alignment ensures that the department invests in the correct areas of skills development to ensure that employees possess the necessary skills to meet the department's skills and capacity needs. Closing identified skills gaps through targeted technical competency training is crucial for successful implementation of the department's mandate.

Several enablers are critical for the achievement of these five-year targets:

a) **Leadership Commitment:** Strong leadership is required to drive the transformation efforts needed to establish a fit-for-purpose structure and inclusive culture. Leaders must be fully committed to the change process, demonstrating the behaviours and values that **the dtic** seeks to instil.
b) **Change Management:** Effective change management processes will be necessary to guide the department through the transformation process. This includes clear communication, stakeholder engagement and support systems to help employees adapt to the changes.
c) **Resource Allocation:** Adequate resources, both in terms of finances and staff, must be allocated to these initiatives to ensure successful implementation. This includes investing in training programs to address skills gaps and creating platforms for inclusive engagement.
d) Through the automation of systems, beneficiaries and stakeholders will be able to access **the dtic** products and services on a stable and secure ICT infrastructure
e) Strategic focus on all compliance stages for the proposed Bills including Certification by the Office of the Chief State Law Advisor (OCSLA) and Cabinet approvals to enable them to be ready for Introduction to Parliament.
f) The following Bills are proposed:
    1.1. National Building Regulations and Building Standards Amendment Bill
    1.2. Patent Bill
    1.3. Designs Amendment Bill
    1.4. Trade Marks Amendment Bill
    1.5. International Trade Administration Act Amendment Bill

the dtic campus PPPA will terminate in 2028 after 25 years being in operation. A 5-year project covering a condition assessment, preparations towards handback and eventual handback of the facility will be undertaken. The project will also include the identification of a financially viable and cost effective solution to take over the concessionaire responsibilities.

9.3.2 Economic Trade

A primary initiative will be the implementation of the African Continental Free Trade Area (AfCFTA), a cornerstone of the AU's Agenda 2063. This project aims to build an integrated market across Africa, creating a viable platform for South Africa's value-added exports. By leveraging the AfCFTA, **the dtic** seeks to bolster trade within the continent and expand export opportunities.

Advocacy for Continued Participation in AGOA – Another critical focus will be advocating for the continuation of South Africa's participation under the African Growth and Opportunity Act (AGOA) beyond 2025. Securing an extension for at least ten years will be vital to maintaining preferential market access to the US, which is crucial for South Africa's economic growth and trade balance.

Addressing Non-Tariff Barriers - **The dtic** will also address non-tariff barriers through the strategic use of bilateral and multilateral forums. This approach will help in resolving trade impediments and smoothing the path for smoother international transactions.

South Africa's G20 Presidency and Global Trade Influence - As South Africa prepares for its G20 presidency in 2025, **the dtic** will align its priorities with the approved executive strategies. This leadership role will offer an opportunity to influence global trade policies and promote South Africa's interests on a significant international stage.

Enhancing Bilateral Trade Relations - Furthermore, enhancing bilateral trade relations with key partners will be a strategic focus. By strengthening these relationships, **the dtic** aims to improve market access for South African products and services, thereby expanding the country's global trade footprint.

Advocacy for Inclusive Global Trade Rules - Multilateral forums will be utilized to advocate for global trade rules that support inclusive growth and industrial development. **The dtic** will work to address asymmetries in the multilateral trading system to ensure fairer and more balanced trade practices.

9.3.3 Investment Mobilization

A critical focus of this plan is the mobilization of R2 trillion in investments by 2029. **the dtic**, through the ISID Branch, will facilitate this drive by rolling out several initiatives aimed at easing investor entry and participation. These include:

- The Energy One Stop Shop and Provincial One Stop Shops are designed to streamline processes such as permits, licensing, and registrations.
- A dedicated Investment Facilitation and Aftercare Service managed by Invest SA to expedite investor processes and unblock challenges.
- The Annual South African Investment Conference will promote the Country Investment Strategy, focusing on high-growth sectors such as energy transition, manufacturing, and infrastructure.

Enhancing SEZ Performance and Spatial Development

South Africa currently boasts 12 SEZs across 8 provinces, with varied levels of development. Leading SEZs like Coega, East London, Dube Trade Port, and Tshwane have made significant strides in investment attraction and job creation, while SEZs like Richards Bay and Saldanha have entered the full operational phase, focusing on infrastructure development.

the dtic will prioritise improving the performance of non-operational and struggling SEZs, including the newly designated Namakwa SEZ in the Northern Cape. The implementation of the Spatial Development Strategy will ensure more targeted interventions, particularly in underdeveloped areas, enhancing the impact of **the dtic** measures across all 52 district municipalities and metros.

Township Economy and District Development Model (DDM)

A core component of the plan is the revitalization of South Africa's township economy through the District Development Model. **The dtic** will identify and support catalytic industrial initiatives within townships, focusing on job creation, industrialisation, and private sector partnerships. Facilitated through:

- Collaboration with provinces and developmental agencies to promote localised industrialisation.
- SMME and skills development initiatives aimed at creating jobs and enhancing industrial capacity.
- A commissioned report on township opportunities will provide a baseline for streamlining initiatives with existing industrial nodes, ensuring alignment with the country's broader economic goals.

Through these strategic interventions, **the dtic** aims to foster an inclusive, sustainable, and resilient economy. By integrating investment and spatial industrial development efforts, leveraging SEZs, and promoting township-based industrial growth, the next five years will position South Africa for significant economic expansion, job creation, and enhanced global competitiveness.

9.3.4 Industrial Strategy and Masterplans

The Reimagined Industrial Strategy introduced a new approach to industry-level planning, implemented through a series of Masterplans beginning in 2019. These Masterplans established a multi-stakeholder approach to industry initiatives, where government, the private sector, and labor collectively developed and implemented plans. This approach contrasted with earlier state-led measures that were developed through informal consultations. The Masterplans typically focused on pragmatic questions about the specific constraints faced by each industry and developed joint action plans to address them. These initiatives targeted various dimensions of a company's operations, ranging from securing demand and competitive inputs to resolving regulatory barriers and enhancing productive capacity.

For example, the poultry Masterplan included government commitments to protect local producers from unfair trade, as well as producer commitments to scale up production through an initial R1.5 billion investment in industrial capacity and to restrain prices for lower-income consumers.

- The **Retail, Clothing, Textiles, Footwear and Leather (R-CFTL) Masterplan** outlined commitments from retailers to source from local producers, undertakings from producers to invest in upgrading competitiveness, supported by government assistance. The plan also

included commitments to crack down on illegal import activities and agreements by organised labor to facilitate adaptable production capacity in line with production cycles.

- The **Automotive and Furniture Masterplans** included commitments to government funding and incentives in exchange for private sector investment.
- The **Sugar Masterplan** featured commitments from retailers and food and beverage producers to procure a higher percentage of locally-produced sugar, while growers and processors agreed to align their production and constrain prices. Public policies supported these commitments in a collective effort to stabilise the industry, which had been facing significant challenges, and to lay the foundation for a diversified downstream industrial development. This also included the postponement of a planned increase in a health protection levy that would have negatively impacted jobs.
- The **Steel Masterplan** played a crucial role in stimulating the development and expansion of the steel industry, a backbone of industrialisation. A robust steel industry supports the growth of sectors such as construction, automotive, and manufacturing, which rely heavily on steel as a primary input. The Steel Masterplan encourages diversification by reducing dependence on imports and promoting local steel production.

Government-Wide Industrial Policy

The new administration is focusing on a government-wide industrial policy. It is essential to define the role of industrial policy within this context. Various government agencies, along with all spheres of government, must contribute to large-scale programs aimed at generating employment and self-employment. It will be crucial to allocate clear responsibilities between agencies with defined objectives for each. While industrial policy is a critical driver, it must leverage complementarities with other economic initiatives, such as infrastructure, education, agriculture and land reform, public and subsidized employment, and social and community services.

Demand Considerations in Industry-Level Programs

When developing industry-level programs, demand plays a critical role. Domestic, African, and overseas markets vary in importance for different industries, depending on the nature of their products and their phase of development. Increasing domestic demand can be vital for developing new capabilities, clusters, and job creation. The challenge lies in ensuring that producers do not rely solely on protection to maintain higher prices for domestic consumers and downstream businesses. Instead, they must continue to invest in improving their competitiveness.

Some industries may focus primarily on exports, such as the provision of services in South Africa for foreign markets (e.g., entertainment, education, and health). This enables them to access larger markets, increasing growth potential and reducing unit costs. However, not every industry can realistically expand exports, and measures to promote exports must consider the specifics of each producer. Industry-level programs help implement this differentiated approach.

Promoting Competitive Production and Logistics

To foster competitiveness, government must continuously prioritise improvements in production and logistics. This includes enhancing electricity supply, freight rail, ports, and border crossings, managing

pricing and production of upstream products, and encouraging investment in technology and work organization. Experience shows that businesses often prefer focusing on increasing demand and improving government services, as these are easier and less disruptive than addressing cost drivers in their own production processes or upstream input pricing.

9.3.4 Regulatory Support and Transformation Strategy for Economic Growth

Over the next five years, **the dtic** will be actively collaborating with regulatory entities to support small, medium, and micro enterprises (SMMEs), create jobs, boost investment, and, most importantly, reduce red tape. The regulatory entities will be encouraged to prioritise transformation, contributing to an inclusive and growing economy. These entities will be expected to focus on digitizing or automating processes, reducing turnaround times, simplifying procedures, and creating an enabling environment for businesses.

Addressing Key Challenges and Enhancing Business Efficiency

The dtic will focus on addressing challenges in business rescue, integrating e-commerce issues within the department, including the development of an e-commerce strategy, and enhancing the ease of doing business. Efforts will be made to reduce the costs of doing business by seeking solutions within the regulated sectors under the department. Additionally, in line with improving the ease of doing business, the department will work closely with entities like the CIPC to meet targets such as automation and simplifying company registration processes.

Regulatory and Legislative Development

The dtic will also be developing legislation, regulations, and self-regulation measures (such as codes, guidelines, and practice notes) in areas including liquor, national gambling, companies, national credit, lotteries, and consumer protection. Priority will be given to the Companies Regulation and the operationalisation of the Companies Amendment Acts. These two Acts were assented into law by the President and will be critical in shaping the regulatory landscape.

Engaging with Regulatory Entities for Economic Impact

The dtic will actively engage with regulatory entities to contribute to the national goals of achieving 3% GDP growth, creating million jobs, supporting SMMEs, and attracting 2 trillion in investment over the next five years. Additionally, measures to enhance transformation with regulatory entities will be prioritized. The department recognizes that, for significant and impactful economic change, urgent and innovative approaches are necessary.

9.3.5 Industrial funding

To contribute towards inclusive economic growth and job creation, the Incentive Branch within **the dtic** and industrial financing entities, specifically the Industrial Development Corporation (IDC) and the National Empowerment Fund (NEF), provide a variety of competitiveness-enhancing support programmes to businesses. These businesses operate across various sectors and industries and are at different stages of development.

Industrial Financing Programmes contributing to Job Creation and Economic Growth

The industrial financing programmes incentivise businesses to invest in operations and increase employment. The expected investment aims to improve capacity and productivity, resulting in competitive goods and services for both the local and export markets. Increased demand for South Africa's goods and services, both locally and internationally, will contribute to the country's growth in gross domestic product (GDP).

Focus on Inclusivity and Transformation

The programme's indicators reflect its core financing work, with a strong focus on expanding the reach of industrial finance to Black Industrialists, SMMEs, women, and youth-owned enterprises, as well as to businesses operating outside the five main metros. This will include industrial financing through the Special Economic Zone and Industrial Park to support projects in these areas.

Responding to Economic Dynamics: New Incentives and Performance Reporting

In response to the call to industrialise smartly, **the dtic** will review incentive programmes and propose a tax incentive and a, to address evolving economic dynamics and challenges. As part of smart industrialisation, industrial financing performance will be reported on an annual basis to determine if the key objectives are being met. In addition to this, the recommendations from the 2018 study on the impact evaluation of government business incentives will be reviewed and where applicable will be fully implemented.

Unlocking rand value of financial capital outside the state

A constrained fiscus limits industrial financing to business and hence its economic impact to the economy. In order to reduce the dependency on the fiscus, Programme 6 in collaboration with three of the department's entities, the Industrial Development Corporation (IDC), National Empowerment Fund (NEF) and the Export Credit Insurance Corporation (ECIC) will strive to unlock funding over the medium-term period. This will be through exploring balance sheet capilisation options and a tax exempt status for these entities in order to empower them to expand industrial financing beyond the traditional industries and into emerging industries, to reach a greater quantum of businesses operating in townships and rural areas as well as to provide export finance to a wider range of exporting industries.

9.3.6 Strategic Focus for Export Growth

In support of reducing dependence on a small domestic market and facilitating the transition of the South African economy to an export-oriented model, the Department of Trade, Industry, and Competition (**the dtic**) will focus on expanding and improving the effectiveness of current export measures while implementing new export initiatives in order to **deliver on the strategic target of growing the value of South African exports from R2 trillion to R3 trillion by 2030.** These initiatives will align with the department's priorities of reindustrialisation, job creation, transformation, and building a capable state, and will include:

- Increasing capacity of South Africa's enterprises to export, including skills for exporting;
- Penetrating African export markets beyond SADC;
- Increasing the value of South Africa's investments in the rest of Africa;
- Promotion and marketing of South African goods and services exports globally;
- Economic diplomacy and the professionalization of the foreign service;

- Resolving trade barriers faced by South African businesses; and
- Improved trade finance instruments.

Unlocking Trade Agreements and Under-utilised Market Access Opportunities

A key area will be to leverage various trade agreements that offer preferential access to key markets by targeting the marketing of agreement-specific products that have reduced tariffs or have duty-free market access and/or no quota restrictions in order to advance exports into that market. In this regard, the focus will also be to promote those products which have preferential market access but are currently not being exported or exported in low numbers, to thereby improve the utilization of market access opportunities presented by these agreements. As part of implementing the strategy, the work of the department will also be sensitive to geo-political dynamics with significant impacts on market access, with required market diversification responses developed and implemented.

Implementation of the Revised Industrial Policy

The export activities of the department will prioritise sectors and products in the revised Industrial Policy, including but not limited to:

- **Decarbonisation**
  - Battery Value Chains and Beneficiation of Critical Minerals
  - Green Economy
- **Diversification**
  - Cannabis and Hemp
  - Clothing, Textile, Footwear and Leather (CTFL)
  - Agro-processing
  - Steel, Metal Fabrication and Aluminium sector
  - The Global Business Services (GBS) sector
  - Automotives industry
  - Chemicals
  - Plastics sector
  - Cosmetics sector
  - Oceans Economy
- **Digitalisation**
  - Pharmaceuticals, Vaccines and Medical Technologies
  - Electro-Technical industries and White Goods
  - Aerospace and Defence
  - Digital Economy

Butterfly Approach for Global Engagements

In terms of markets, the department will adopt a **"butterfly approach"** which prioritises the implementation of the AfCFTA and unlocking opportunities in the rest of Africa as the foundation of our global engagements, with the 'wings' representing additional export initiatives in the rest of the world focusing on leading and established markets as well as new and emerging market opportunities. Export initiatives will primarily focus on 22 priority markets, while opportunities that arise in key additional markets will also be advanced. The 22 priority markets and key products are summarised as below:

IMPLEMENTATION OF THE BUTTERFLY STRATEGY – 22 PRIORITY MARKETS			
PRIORITY MARKETS			**KEY PRODUCTS**
AFRICA	1	Mozambique	Basic iron & steel, Basic Chemicals, Fertilizers, Rail locomotives, Machinery, Oil and gas casings, Capital equipment, Blankets & rugs, Agro processing
	2	DRC	Machinery & equipment, Pumps, Iron and steel structures, Cement, Transformers, Flat-rolled steel, Electric motors and generators, Fertilizers, Agro processing
	3	Egypt	Basic and industrial chemicals, Capital equipment & machinery, Mechanical appliances, Flat-rolled steel, Cement, Agro-processing
	4	Ghana	Machinery, Steel grinding balls, Steel tube and pipe fittings, Basic chemicals, Man-made fibres, Agro processing
	5	Kenya	Machinery, Capital equipment, Poultry-keeping machinery, Explosives, Basic chemicals, Fertilizers, Basic iron & steel, Metal products, Steel tube & pipe fittings, Tents, Footwear, Blankets & rugs, Agro processing
	6	Nigeria	Basic chemicals, Explosives, Machinery & equipment, Poultry-keeping machinery, Capital equipment, Electric motors & generators, Agro-processing
	7	Senegal	Automotives, Machinery, Tanks, Steel grinding balls, Steel bars & rods, Agro processing
	8	Ethiopia	Flat-rolled steel, Mechanical appliances, Fertilizers, Conveyor belts, Copper bars and rods, Machine tools, Slaked lime, Industrial chemicals, Agro processing
	9	Angola	Rail locomotive equipment, Automotives, Pumps, Mechanical appliances, Aluminium plates and sheets, Oil and Gas steel pipes, Transformers, Steel bar and rods, Agro processing
NORTH AMERICA	10	United States	Machinery, Metal products, Aluminium plates & sheets, Flat-rolled sheets, Cement, Copper tubes & pipes, Steel bars & rods, Agro processing
SOUTH AMERICA	11	Brazil	Industrial chemicals, Fertilizers, Machinery & equipment, Metal products, Electric motors & generators
EUROPE	12	France (EU)	Machinery, Automotive, Engineering, Metal products, steel tube and pipe fittings, Agro processing
	13	Germany (EU)	Machinery & equipment, Steel tube and pipe fittings, Industrial chemicals, Automotive, Engineering, Metal products, Services and contract manufacturing, Green Hydrogen, Agro processing
	14	Italy (EU)	Agro processing, Cement, Semi-finished steel products, Machinery
	15	The Netherlands (EU)	Agro processing, Aluminium plates and sheets, Flat-rolled steel, Steel bars and rods, Machinery
	16	United Kingdom	Automotive and components, Aerospace, marine and defence, Catalysts, Pumps, Flat-rolled steel, Cement, Copper tubes & pipes, Steel structures, Agro-processing, Chemicals, Services, Machinery
	17	Russian Federation	Automotive, Machinery and equipment, Chemicals, Metal products, Aerospace, marine and defence, Services, Furniture, Mechanical appliances, Engineering, Agro-processing

IMPLEMENTATION OF THE BUTTERFLY STRATEGY – 22 PRIORITY MARKETS			
PRIORITY MARKETS			**KEY PRODUCTS**
ASIA	18	China	Basic chemicals, Capital equipment, Plastic and chemicals, Minerals and beneficiated products, Automotives, Rail components, Steel tube & pipe fittings, Agro processing
	19	India	Basic chemicals, Fertilizers, Machinery & equipment, Metal products, Automotive components, Aerospace, marine and defence, Capital equipment, Electro technical equipment, Agro processing
	20	Japan	Pharmaceuticals, Pumps, Fertilizers, Flat-rolled steel, Agro processing, Automotive and components, Cosmetics
	21	South Korea	Agro processing, Automotive and components, Rock drilling tools, Fertilizers
MIDDLE EAST	22	United Arab Emirates	Aluminium plates & sheets, Steel tube and pipe fittings, Automotive, Metal products, Agro processed products

Champions for Exports

The department will work with **dtic** entities and the broader export community on implementing the export agenda, with a particular focus on coordination with export champions such as export councils, including but not limited to:

- SA Boatbuilders' Export Council
- SA Capital Equipment Export Council
- SA Electrotechnical Export Council
- SA International Steel Fabricators
- Steel Tube Export Association
- SA Wire Business Association
- African Rail Industry Association
- South African Abalone Export Council
- SA Ostrich Business Chamber
- Fresh Produce Exporters' Forum/ Fruit South Africa
- SA Fruit & Vegetable Canners' Export Council
- SA Footwear & Leather Export Council
- Wines of South Africa
- Cosmetics Export Council of SA
- SA Aerospace Maritime & Defence Export Council

9.3.7 Transformation and Competition

9.3.7.1 Merger Commitments and Public Interest Conditions

Through negotiations with merging parties in mandatory competition filings, the Department of Trade, Industry and Competition **(the dtic)** receives commitments for support programmes that may not always be included in the master plan. These merger commitments typically involve procurement obligations

with SMMEs (Small, Medium, and Micro Enterprises) and Historically Disadvantaged Persons (HDPs), the protection and expansion of job opportunities, and commitments to Employee Share Ownership Plans (ESOPs). ESOPs enable employees to become shareholders in the company they work for.

9.3.7.2 Employee Share Ownership Plans (ESOPs) as a Key Enabler of Economic Empowerment

ESOPs are a cornerstone of economic empowerment and inclusivity in South Africa, supporting the government's efforts to redress historical imbalances in wealth distribution and economic opportunities. The ESOP commitments received through merger negotiations are complementary to other government initiatives, such as the Black Industrialist Programme. ESOPs align with the government's empowerment and transformation agenda, contributing to broader ownership among black people, reducing income inequality, and promoting more equitable access to economic opportunities. By encouraging wider participation in the economy, worker ownership plays a pivotal role in advancing social goals and promoting equity.

9.3.7.3 To address concentration in the economy

The work of the Competition Commission in Market Inquiries will focus on highly concentrated markets for deconcentration, and to increase the participation in those sectors. Additional instruments such as block exemptions will support SMMEs/ HDPs to become more competitive.

Implementation of the Social and Solidarity Economy (SSE) policy framework

The Social Employment Fund (SEF) continues making great strides in the social economy space. The programme is one of the best performing programmes within the President Employment Stimulus and was mentioned by the President in his recent State of the Nation speech. The most recent data available notes that the SEF created 84 000 part time work opportunities for the period 1 April 2024 to end of January 2025.

The SEF received an allocation of R1.292billion for the 2025/26 financial year. The fund will be still be administered by the IDC as the fund manager, with the dtic providing oversight and chairing the Project Steering Committee, and the Presidency also forming part of the Steering Committee

The SEF will continue maintaining the target of 50 000 part-time or temporary jobs for the new financial year. The Project Steering Committee met and agreed on the Terms of Reference that will be relevant to the fourth round of funding.

The PSC discussed the possibility of future rounds of the SEF to ultimately be able to scale to create between 75 000 – 100 000 temporary work opportunities per annum. This is however dependent on whether the SEF will receive further and increased funding from the Fiscus.

The dtic's Role in Negotiating ESOP Commitments

The number of workers participating in ESOPs and the number of ESOPs established depend largely on the public interest conditions negotiated by **the dtic** with merging parties. These conditions are ultimately approved by the Competition Commission in the case of small and intermediate mergers, and by the Competition Tribunal for large mergers. The success of some larger ESOPs indicates a growing

willingness among businesses to offer ESOP structures proactively. It appears that many companies are choosing to establish ESOPs independently of the public interest provisions of the Competition Act.

Impact of ESOPs on Social Goals and Labour Relations

ESOP structures play a significant role in advancing social goals, promoting equity, and improving labour relations. Since 2019, approximately 226,000 workers have become shareholders in the companies they work for through ESOPs negotiated in merger settlements. The largest single ESOP commitment during this period was the Shoprite merger, where around 100,000 workers became ESOP beneficiaries.

Outlook on ESOP Commitments

Looking ahead, **the dtic** will continue to strive for ESOP commitments in merger filings. However, as this is a reactive function, it is difficult to predict future trends in ESOP commitments. In the previous financial year, **the dtic** reviewed all 267 mergers notified for public interest commitments that could result from these filings. The expectation is that at least 15% of these mergers will involve ESOP participation, and **the dtic** aims to finalise at least one framework agreement in addition to the actual merger conditions imposed by the Competition Tribunal. Going forward, **the dtic** expects its participation in mergers to lead to public interest outcomes in at least 50 mergers per year.

9.3.7.4 B-BBEE Policy Implementation

The purpose of implementing the B-BBEE policy is to address significant inequalities in the economy, redress the past, and promote the meaningful participation of black people, including women, youth, military veterans, and people living with disabilities, in the mainstream economy. The long-term goal of B-BBEE implementation is to create an inclusive economy that generates wealth and jobs for all South African citizens. The government has a responsibility to lead economic transformation, particularly in the next five years of the Medium-Term Development Plan, which is crucial for South Africa to realise the vision of a democratic, stable, non-racial, and non-sexist society characterised by shared and inclusive growth, as outlined in the National Development Plan Vision 2030. This drive will focus on altering the productive base of the economy and transforming patterns of economic participation through integrated interventions.

Commitment to Inclusive Economic Growth

The 7th Administration has committed to focusing on rapid, inclusive, and sustainable economic growth. B-BBEE was adopted as the overarching framework for this socio-economic transformation drive, aiming to rectify the imbalances of the past by substantially and equitably transferring ownership, management, and control of South Africa's financial and economic resources to the majority of its citizens. Economic growth, development, and B-BBEE are complementary and interconnected processes. The government's approach is that B-BBEE must be inclusive, not exclusive. No economy can grow by excluding any segment of its population, and a growing economy is essential for integrating all citizens meaningfully.

Government Accountability in B-BBEE Implementation

To achieve rapid and inclusive growth, all spheres of government are accountable —including national and provincial departments, public entities, and organs of state, municipalities, and municipal legislatures. Their policies and plans, including Strategic Plans, Annual Performance Plans, Integrated Development Plans, and Local Development Plans, must align with the B-BBEE Act, which is binding and compulsory.

1. **Section 10(1) of the B-BBEE Act** mandates that all organs of state and public entities apply a code of good practice issued in terms of the Act. This includes:
    - Determining qualification criteria for the issuance of licenses, concessions, or authorisations regarding economic activity under 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.
    - Determining criteria for awarding incentives, grants, and investment schemes supporting Broad-Based Black Economic Empowerment.

Government economic activities must ensure that bidding or partnering entities demonstrate compliance with B-BBEE legislation via a relevant B-BBEE scorecard. This scorecard issued in terms of the gazetted Generic Codes or applicable Sector Codes, includes various sectors such as AgriBEE, Construction, Defence, Forestry, ICT, Financial Services, and more. New sector codes, once developed, will be published in the government gazette. The scorecard pillars address critical socio-economic challenges such as Ownership, Management Control, Skills Development, Enterprise and Supplier Development, and Socio-Economic Development.

2. **Section 13G (1) of the B-BBEE Act** requires all spheres of government, public entities, and organs of state to report their B-BBEE compliance in their audited annual financial statements and reports as required under the Public Finance Management Act. These reports assess compliance and monitor progress in implementing B-BBEE within the public sector. In addition, submitted to the B-BBEE Commission, with the mandated to measure progress and evaluate the impact of B-BBEE implementation in the public sector.
3. The B-BBEE Act introduces a trumping clause that states: *"In the event of any conflict between this Act and any other law in force immediately before the date of commencement of the Broad-Based Black Economic Empowerment Act, 2013, this Act prevails if the conflict specifically relates to a*

matter dealt with in this Act." This provision places an onus on organs of state and public entities to develop transformation policies that align with the B-BBEE Act and its Codes of Good Practice, ensuring a uniform approach to empowerment and transformation, thereby promoting policy certainty. If an organ of state or public entity wishes to deviate from the thresholds and targets set in the relevant codes to advance specific transformation imperatives, it can request permission from the Minister of Trade, Industry, and Competition, who will publish the request if granted in the government gazette.

The Auditor General is responsible for ensuring compliance with these obligations within the public sector.

Reviewing and Strengthening B-BBEE Policy Implementation

As one of its priorities, **the dtic** will review the B-BBEE policy to address implementation gaps. Initially, the focus will be on the Codes and Regulations, which the Minister can amend to close identified gaps. Subsequent to this, a review of the Strategy and Act in the medium to long term, requiring involvement from Cabinet and Parliament. The following areas will be strengthened:

- Strengthen provisions for reporting by the public sector in terms of Section 13G (1) of the Act.
- Enhance the implementation of the ownership element, including provisions for the Equity Equivalent Investment Programme.
- Review the Youth Employment Services Initiative to create meaningful jobs.
- Revise the Enterprise and Supplier Development elements to ensure greater impact and include contributions to the proposed Transformation Fund.
- Redesign the current model for developing sector codes, positioning them as tools for sectorial growth, development, and transformation.
- Build capacity for oversight, research, monitoring, and evaluation.

9.3.7.5 Establishment of a Transformation Fund

The dtic is working towards the establishment of a Transformation Fund, which will facilitate access to funding for black-owned enterprises and SMMEs, increasing their participation in the economy and their income-earning potential. The fund will focus on initiatives that support industrial-led growth and will also support value chains to create market access for SMMEs in existing businesses supported (e.g., Black Industrialists supported by NEF and IDC).

Partnerships for Effective Implementation

For effective and efficient implementation, **the dtic** will maintain partnerships within both the public and private sectors within the B-BBEE and the Black Industrialist frameworks. Key partners include national government departments, provincial and local government departments, State-Owned Enterprises (SOEs), Development Finance Institutions (DFIs), government agencies, organised business, local and foreign business chambers, sector charter councils, and the verification industry. These partnerships will accelerate and ensure consistent implementation of the B-BBEE and Black Industrialist policies.

9.3.7.6 Black Industrialist Policy

The Black Industrialists Policy is a critical component of the South African government's broader industrialisation efforts to expand the industrial base and inject new entrepreneurial dynamism into the

economy, as outlined in the Industrial Policy. This policy complements the B-BBEE framework by specifically targeting support towards black manufacturers. It has been eight years since the Cabinet approved the Black Industrialist Policy in 2015, and during this time, significant strides have been made to position the transformation of the manufacturing sector and the industrialisation of the economy as key drivers of economic growth.

Government's Commitment to Transformation

The South African government has prioritised efforts to reconstruct society by promoting the socio-economic empowerment of historically disadvantaged people. This includes ensuring the transformation of asset ownership patterns to reinforce the national objective of building an inclusive economy.

To achieve this, the government has embarked on a focused program aimed at expanding the industrial base and increasing the participation of Black Industrialists in the manufacturing sector. As a result, Black Industrialists have demonstrated success in producing a wide range of products, including agricultural goods, components, furniture, clothing and textiles, steel, chemicals, and mining products. These interventions in the manufacturing sector will contribute to addressing the triple challenges of poverty, inequality, and unemployment in South Africa.

Key Role Players in Supporting Black Industrialists

Several key role players collaborate to support Black Industrialists by providing both financial and non-financial assistance, technical support, and market access. These include:

- Public sector (SOEs and Government Departments)
- Development Financial Institutions (DFIs), including Provincial DFIs
- Commercial Banks
- Private sector
- Multinational corporations
- Chambers of Commerce
- Technical Institutions (SABS, CSIR, TIA, Productivity SA, etc.)

These institutions work together to provide comprehensive and sustainable support for Black Industrialists, ensuring their continued success and contribution to South Africa's economic development.

9.3.8 Policy Effectiveness and Research Support

Policy effectiveness is underpinned by research and coordination of public and private-sector economic agents. Given that the research function is decentralised within **the dtic**, the Economic Research branch will focus on three key interventions.

Role of Economic Research in supporting **the dtic's** Strategic Priorities

Development of an Energy Roadmap which accelerates private-sector participation, encourages investment in diverse energy generation technologies, and thereby contributes to stable electricity supply is a key growth-enhancing intervention. The Economic Research branch will coordinate the

development of an Accelerated Energy Roadmap working with relevant government departments and the private-sector.

In addition, to support the development of the digital economy, a comprehensive set of interventions have been developed and will be implemented over the Strategic Plan period.

Targets and Strategic Outcomes, one Energy Roadmap and Digital Roadmap produced and approved.

10.Key Risks

No.	Outcome	Key Risk	Risk Mitigation
1	Re-Industrialisation-Sector partnerships and social compact through master plans and firm/sector level initiatives	Increased costs of implementation preventing the private sector from implementing the Masterplan requirements	Quarterly engagements/meetings with potential investors to create jobs through the masterplan programmes and non-master plan programmes
2	Re-Industrialisation Localisation, beneficiation and COVID industrial production initiatives	Lack of uptake by the private sector in the promotion and implementation of localisation, due to the inadequate enabling environment	1. Standardisation of reporting mechanisms for local output information 2. Escalation to principals on the challenges at the public entities 3. Quarterly engagements to create awareness of requirements and challenges
3	Re-Industrialisation Increased and diversified exports (including value-added services such as GBS) with African countries and to other global markets	Inaccessible foreign markets resulting in the inability to export to export South African products and services	1. Undertake export promotion initiatives on the Continent to unlock AfCFTA opportunities as they are implemented. 2. Enhance efforts to promote export opportunities to new markets. 3. Prioritise exhibitions selected and augment through inward and outward buying missions based on reduced available budgets.
		Environmental risks i.e. natural disasters, floods, effects of climate change	Support firms' efforts to become climate-resilient.
		Geo-political tensions and 'trade wars' and protectionism in key export markets	Diversify export products and destinations while continuing to induce demand in the domestic market through localisation efforts
4	Re-Industrialisation Green economy initiatives to shift to a less carbon-intensive industry	Increased costs of implementation preventing the private sector from implementing green economy requirements	Monitoring and evaluation of quarterly reports from the project management office through the green economy sector desk at sectors branch
5		Global de-carbonisation	Advocate for multilateral solutions to climate change and for developing countries to be given the

No.	Outcome	Key Risk	Risk Mitigation
		interventions and protectionism	necessary time to re-engineer production processes to lower its carbon content. incentives are being finalised to encourage auto firms to produce electric vehicles (EV's) in SA.
6	Re-Industrialisation Investment initiatives to increase the level of investment	Lack of investor confidence and the poor operating/enabling environment preventing investment opportunities	1. Meetings of the Advisory Panel to facilitate the reciprocal commitments, which includes commitments on jobs. Obtain data from ITAC (either signed reciprocal commitments or ITAC investigation reports) to determine the number of jobs to be created. 2. Proactively identify and target resilient sectors that continue to attract investment (e.g., renewable energy, digital economy, critical minerals). 3. Engage international chambers of commerce to facilitate investment 4. Establish a steering committee to compile an Investment Project Book with DFIs, public sector and Private sector projects, like transnet, IDC , The Investment Project Book will serve as a comprehensive and strategic tool for promoting and managing SA investment opportunities. The project book will highlight high-potential sectors and key projects that are attractive for both domestic and foreign investment. 5. Interface with SEZs, IPs and Districts through ICT based platform (Webinars, etc.) 6. Investment promotion activities will be tailored to the needs of individual firms, 9SEZs and IPs that are at various stages of development(SID and ISA collaboration)
		Geo-political tensions and 'trade wars'	Monitor the political environments and seek alternative investment opportunities
7	Job Creation Stabilisation of sectors in distress	Economic instability	1. Diversify export products and destinations while continuing to induce demand in the domestic market through localisation efforts 2. The new industrial policy will introduce a 'whole of government' approach to industrialisation and stabilise industries in distress

No.	Outcome	Key Risk	Risk Mitigation
8	Job Creation Encouraging investment and growth of emerging sectors in partnership with the private sector	Economic instability	1. The new industrial policy will scale up investment and support to emerging industries and align policy levers to our industrialisation objectives 2. AfCFTA to support domestic firms to enter African markets 3. Strengthen export support measures including establishing an 'export opportunities' knowledge hub. 4. Amending guidelines to reduce administrative burden and red tape.
9	Job Creation Providing temporary 'work opportunities' with relatively modest skill requirements.	Lack of private sector buy in	1. Close monitoring of jobs supported and created and close monitoring of Black Industrialist jobs supported. 2. Amending the requirements in the guidelines to be more accommodative to more companies in the country. 3. Quarterly reporting on jobs to be created 7.
10	Transformation Employment and ownership: Expanding economic opportunities through waged work, self-employment, and the social economy, promoting more equitable ownership (black industrialists, women, youth, worker ownership, and small businesses) and worker empowerment.	Reluctance by private firms to buy into worker ownership	Quarterly engagement with industries by sector desks to monitor jobs.
11	Transformation Structural transformation: Addressing economic concentration and supporting SMMEs.	Lack of uptake and appetite from SMMEs in rural areas and outside	1. Determine what info is required and for what purpose (needs clarity) 2. DDM model (include in DDM's agenda for discussion) 3. Review incentives available for SMMEs and propose making these less stringent 4. Branches that require an incentive programme, to first conduct a diagnostic

No.	Outcome	Key Risk	Risk Mitigation
			analysis and a problem tree analysis showing how the incentive (amongste a range of economic tools) is the best tool to improve business performance of SMMEs.Prioritisation of key recommendations for implementation from past market inquiries 5. Policy instruments will be used for every merger and acquisition 6. Communicate the requirement for a strong competition law and enforcement to drive it
12	Transformation Spatial transformation: Promoting more equitable and sustainable spatial development, including using the District Development Model and promoting the township/rural economy.	Ineffective model for spatial industrial initiatives and to promote township, economy	1. Training and development, building capacity in local municipalities to deal with investors. 2. Political Intervention (DDM include in agenda) 3. Map areas of concern and obtain solutions via various sources (agencies, offices, depts., municipalities, metros). 4. Interface with SEZs, IPs and Districts through ICT based platform (Webinars, etc.) 5. **The dtic** to advise on governance issues at the Steering Committee meetings. 6. Older and more successful SEZs will be invited to attend steering committee meetings to advise the applicants from the onset of the application. 7. Engage with provinces and SEZs at the quarterly CEO Forum.
13	Capable State Department: Building strong capacity in **the dtic** and streamlining its work, reviewing programmes to determine their impact and relevance, strengthening forensic capacity under **the dtic** shared services programme in its commitment against fraud and corruption	Structure not fit for purpose to execute the mandate of the Department	Fit for purpose project to be approved by Minister and DPSA
		Poor organisational culture	Identify skills needs and procure service provider to implement
		Cyber attacks RISKCAT11 Logical Attacks (Hacking Malware, etc) RISKCAT07 Unauthorised actions RISKCAT10 Software Failures RISKCAT09/10	1. Manage security incidents and events 24 * 7 * 365. 2. Implement improved security awareness campaign 3. Enhanced cloud security offering.

No.	Outcome	Key Risk	Risk Mitigation
		Software failure and Hardware Incidents RISKCAT07 Unauthorised actions	
14	Capable State Entities: Building the entity staffing, governance capacity, and quick response; developing shared services; and rationalisation of functions and integration of work between entities and with the department.	Reputational risk from poor governance of entities	1. Development and implementation of the Entities Oversight framework 2. Proposals on rationalisation of entities submitted to Minister (per the commissioned study)
15	Capable State Smart regulation: Address red tape and compliance in internal processes and in legislation and regulations; enable fit-for-purpose regulations	Ineffective processes to facilitate achievement of departmental objectives	Enterprise architecture project to reduce manual processes and red tape Focus on Automation and digitisation of processes.
16	Capable State Coordination with other parts of the state: Ensuring effective support functions from other public entities to achieve **the dtic** outcomes.	Uncoordinated planning and oversight with the entities	1. Strategy session for **the dtic** and entities- led by Minister 2. Implement a Entitles Forum with PEO and Branches 3. MOUs with entities to streamline the processes
17	Capable State Contribute to social compact with other social partners	Lack of engagement by social partners	1. Obtain clarity of what is allowable 2. Narratives on practices which NT has, to be imparted to all

11.Public Entities

Name of Public Entity	Mandate	Outcomes
Companies and Intellectual Property Commission (CIPC)	Companies Act, 2008 (Act No. 71 of 2008), as amended	Improved regulatory environment conducive for consumers and companies as well as providing access to redress
Export Credit Insurance Corporation (ECIC)	Export Credit and Foreign Investments Insurance Act, 1957 (Act No. 78 of 1957)	Promote the growth of exports in the economy as a generator of jobs and contributor to GDP growth
National Consumer Commission (NCC)	Consumer Protection Act, 2008 (Act No.68 of 2008)	Improved regulatory environment conducive for consumers and companies as well as providing access to redress
National Consumer Tribunal (NCT)	National Credit Act, 2005 (Act No. 34 of 2005), as amended	Improved regulatory environment conducive for consumers and companies as well as providing access to redress
Companies Tribunal (CT)	Companies Act, 2008 (Act No. 71 of 2008), as amended	Improved regulatory environment conducive for consumers and companies as well as providing access to redress
National Credit Regulator (NCR)	National Credit Act, 2005 (Act No. 34 of 2005), as amended	Improved regulatory environment conducive for consumers and companies as well as providing access to redress
National Empowerment Fund (NEF)	National Empowerment Fund Act, 1995 (Act No. 105 of 1995)	Increased and enhanced instruments for spatial development of targeted regions and economic transformation

Name of Public Entity	Mandate	Outcomes
National Empowerment Fund Growing Black Economic Participation		
National Gambling Board (NGB) National Gambling Board South Africa a member of the dti group	National Gambling Act, 2004 (Act No. 7 of 2004)	Improved regulatory environment conducive for consumers and companies as well as providing access to redress
National Lotteries Commission (NLC) NATIONAL LOTTERIES COMMISSION a member of the dti group	National Lotteries Act, 1997 (Act No. 57 of 1997)	Improved regulatory environment conducive for consumers and companies as well as providing access to redress
National Metrology Institute of South Africa (NMISA) nmisa "Your Measure of Excellence"	Measurement Units and Measurement Standards Act, 2006 (Act No. 18 of 2006)	Increased industrialisation through the development of Master Plans in national priority sectors
National Regulator for Compulsory Specifications (NRCS) NRCS	National Regulator for Compulsory Specifications Act, 2008 (Act No. 5 of 2008)	Increased industrialisation through the development of Master Plans in national priority sectors
South African Bureau of Standards (SABS) SABS	Standards Act, 2008 (Act No. 8 of 2008)	Increased industrialisation through the development of Master Plans in national priority sectors
South African National Accreditation System (SANAS) sanas South African National Accreditation System	Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006)	Increased industrialisation through the development of Master Plans in national priority sectors
Competition Commission competitioncommission south africa	Competition Act, 1998 (Act No. 89 of 1998)	It investigates mergers and/ or anti-competitive conduct and reflects its findings to the Competition Tribunal for a decision

Name of Public Entity	Mandate	Outcomes
Competition Tribunal	The Competition Amendment Act (Act No. 18 of 2018)	Adjudicates on mergers and prohibited practice cases that involve anti-competitive outcomes achieved either through co-ordinated conduct between competing firms or through unilateral conduct by a dominant firm
Industrial Development Corporation (IDC)	The Industrial Development Corporation Act, 1940 (Act 22 of 1940)	Plays strategic role of supporting economic transformation by promoting economic empowerment of historically disadvantaged communities and persons.
International Trade Administration Commission (ITAC)	The International Trade Administration Act, 2002 (Act No. 71 of 2002)	Creation of fair-trade conditions that will boost South Africa's economic development and growth. ITAC comprises three core business units, namely Tariff Investigations, Trade Remedy Investigations and Import and Export Control
Takeover Regulation Panel (TRP)	Companies Act, 2008 (Act No. 71 of 2008), as amended	To maintain the integrity of the marketplace and ensure fairness to the shareholders of regulated companies.
	The B-BBEE Commission was established through section 13B(1) of the B-BBEE Act, 2003 (Act No. 53 of 2003) as amended as an entity within the administration of the Department	Promote Broad-Based Black Economic Empowerment by ensuring compliance with the Act by, amongst others, providing advocacy, education, awareness services, Investigating and monitoring the implementation of investigation recommendations and Alternative Dispute Resolutions (ADR).

Part D: Technical Indicator Description (TIDs)

1. Job-creation

Indicator Title	Number of jobs created through sectoral interventions
Definition	The actual number of new jobs created by disbursed projects/enterprises (AIS, BIS, APSS, ADEP, CIP, MSP)
Source of data	Payment/claim packs and Bas report
Method of Calculation or Assessment	Simple count
Assumptions	Projects/enterprises are creating jobs as per approval
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target met or higher
Indicator Responsibility	DDG: Incentives

Indicator Title	Number of job opportunities created
Definition	New job opportunities created through Social Employment Fund
Source of data	Competition Tribunal orders, signed agreements with companies, reports/ information from companies, reports from the IDC on SEF for the number of job opportunities created.
Method of Calculation or Assessment	Simple count
Assumptions	Companies are able to implement their commitments and report as requested
Disaggregation of Beneficiaries (where applicable	Measurement of jobs opportunities for males, females, and youth – in the social economy
Spatial Transformation (where applicable)	N/A
Desired performance	80% - 100% of target achieved or target exceeded
Indicator Responsibility	DDG: Transformation and Competition

Indicator Title	Number of digital economy jobs created by the GBS sector
Definition	150 000 digital economy jobs created by the GBS sector
Source of data	Claim packs and Bas report and or BPESA/Industry reports
Method of Calculation or Assessment	Simple count
Assumptions	Companies are able to implement their commitments and report as requested
Disaggregation of Beneficiaries (where applicable	Measurement of jobs opportunities for males, females, and youth for digital economy
Spatial Transformation (where applicable)	N/A
Desired performance	Target met or higher
Indicator Responsibility	DDG: Incentives

Indicator Title	Number of unemployed youth trained
Definition	Skills development programme focusing on unemployed youth designed and implemented with 250 000 unemployed youth trained, inclusive of the YES programme
Source of data	Internal Submission
Method of Calculation or Assessment	Quantitative
Assumptions	Availability of funds and firms' ability to provide training facilities
Disaggregation of Beneficiaries (where applicable	Beneficiaries from designated groups will be prioritised.
Spatial Transformation (where applicable)	The support will be available to all firms across the 9 provinces.
Desired performance	Skills training programme designed and 250 000unemployed youth trained inclusive of the YES Programme
Indicator Responsibility	DDG: Research DDG: Transformation and Competition

Indicator Title	Number of people skilled through partnerships with private-sector firms
Definition	People skilled as a result of partnerships established with private-sector firms
Source of data	Contracts between **the dtic** group and firms
Method of Calculation / Assessment	Simple Count
Assumptions	Availability of funds and stakeholder support
Disaggregation of Beneficiaries (where applicable)	Partnerships will encourage beneficiaries from designed groups.
Spatial Transformation (where applicable)	Partnerships will prioritise support to under-served areas
Desired performance	Target met
Indicator Responsibility	CD: Skills for Economy

Indicator Title	Number of unemployed people who complete a Digital Literacy course.
Definition	500,000 unemployed persons successfully complete a Digital Literacy course
Source of data	Reports from the appointed service provider
Method of Calculation / Assessment	Simple Count
Assumptions	Availability of funds and participation by unemployed persons
Disaggregation of Beneficiaries (where applicable)	Unemployed persons will be drawn from designated groups
Spatial Transformation (where applicable)	Unemployed persons will be drawn from a range of metros and districts.
Desired performance	Target met
Indicator Responsibility	CD: Skills for Economy

Indicator Title	Number of funded skilled internships for municipalities
Definition	1 970 unemployed graduates in key critical areas placed in Metros
Source of data	Reports from the appointed service provider
Method of Calculation / Assessment	Simple Count
Assumptions	Availability of funds and participation by unemployed persons
Disaggregation of Beneficiaries (where applicable)	Unemployed persons will be drawn from designated groups
Spatial Transformation (where applicable)	Unemployed persons will be drawn from a range of metros.
Desired performance	Target met
Indicator Responsibility	ODG: Head of Office

Indicator Title	% Increase in workplace-based placement internships from 7% to 30%
Definition	Increase the number of internship opportunities to provide work experience through the SETAs and other skills-based interventions leveraged through policies such as BBB-EE and Equity Equivalent Investment Programme
Source of data	Quarterly and Annual reports: SETAs and dtic entities
Method of Calculation or Assessment	Cumulative based on baseline figure and annual targets
Means of verification	LMIS and SETA Management Information System (SETMIS)
Assumptions	A coordinated system to capture the number of available internship and apprenticeship opportunities and placements enrolled and completed
Disaggregation of Beneficiaries (where applicable)	Demographic profile: population group, sex youth and PWD
Spatial Transformation (where applicable)	National
Reporting Cycle	Annual
Desired performance	Determine a baseline number of internships and internship funding: baseline7%: target : 30%
Indicator Responsibility	The dtic and DHET

2. Re-industrialisation

Indicator Title	Rand value of investments secured through greenfield and brownfield investments including SEZs and Industrial Parks
Definition	This covers pledges announced at the South African Investment Conferences; investments facilitated by InvestSA, settlement agreements or conditions in M&A or other competition areas; reciprocal commitments in trade measures; counter-party investment plans for all incentive programmes across **the dtic**-group, commitments unlocked through masterplans and BEE programmes such as EEIP, investments covered by **the dtic** and other government departments These also include attracting greenfield and brownfield investments in targeted sectors and countries including the following strategic areas: Electric vehicles; Battery and Energy storage; Renewable energy components; Automotive and electro-technical components; Digital economy and critical Minerals; and key priority sectors New investments or expansions in productive capacity in partnership with Sectors branch to localise transmissions and electro technical components manufacturing in South Africa. Attract investment and expand domestic companies in partnership with sectors branch to localise transmission and electro technical components manufacturing in SA, by identifying targeting companies in the electro technical industry globally to attract investment in manufacturing in SA.) Promote Joint ventures and technology transfers. Build local supply chains to be located in SEZ's and Industrial Parks Facilitate an enabling environment for businesses to grow through Retention and Aftercare Programmes. Promote investments into SEZ's and Industrial Parks, the total value of investments in operational SEZ's will be R29 Billion (Increase investments – identify and engage with SEZs and companies to facilitate increase investments, industrialisation and job creation.) Mapping of investment opportunities in Mpumalanga including the Nkomazi SEZ by working with relevant stakeholders in Mpumalanga and other affected areas to attract investment in relevant sectors, including in the renewable energy component manufacturing value chain. Facilitate investment in energy generation infrastructure as well as in transmission infrastructure. Contribute to localising the renewable energy value chain through investment attraction and expansion in relevant components. (R20billion energy generation and transmission infrastructure investments)
Source of data	Emails, correspondence and reports
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved or exceeded
Indicator responsibility	DDG Investment and Spatial Industrial Development

Indicator Title	Number of new Special Economic Zones (SEZs) designated to facilitate re-industrialisation utilising the new model derived from the Spatial Industrial Development (SID) Strategy
Definition	Number of new Special Economic Zones (SEZs) designated utilising the new model derived from the Spatial Industrial Development (SID) Strategy. This include, amongst others, committed and vetted investments, viable business plans and feasibility studies, involvement, commitments and clear roles and responsibilities of all spheres of government. The designation involves the assessment of feasibility studies, business plans submitted by applicants. The viability will also include the investment committed that are vetted by the dtic, clear roles and responsibilities of all spheres of government. The application will be submitted to the minister for consideration after the assessment made by the technical teams or SEZ Advisory Board
Source of data	Reports, correspondence from companies
Means of verification	Project reports or programme report or meeting minutes or emails or templates or correspondence
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved exceeded
Indicator Responsibility	DDG Investment and Spatial Industrial Development

Indicator Title	Number of Cross Border partnerships developed between South Africa and other countries to facilitate the integration of regional value chains through Special Economic Zones (SEZs)
Definition	Cross border SEZ established between domestic SEZ and international SEZ to facilitate the integration of value chains. This will be done through collaborative partnerships agreement between individual SEZ or country to country agreements
Source of data	Reports, Agreements, minutes of the meetings, official letters, Emails
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Infrastructure investments in underdeveloped regions closer to the boarders of South Africa and neighbouring countries
Desired performance	Meet or exceed the target
Indicator Responsibility	DDG: Investment and Spatial Industrial Development

Indicator Title	Number of linked trade corridor anchored by SEZs to enhance the logistical efficiencies to enable the effective manufacturing and trading of value added goods
Definition	Strategic Trade led corridors established to enhance logistical efficiencies for value added goods The SEZs will be developed as catalytic projects to developed rail or road linked corridors to enhance trade between cities inside the country as well as trade between South Africa and other countries. This work will include coordination and efforts with relevant institutions like Transnet ,SANRAL., DBSA. 2 strategic trade led corridors established unlocking export capacity of R15 Bn Gauteng-Eastern Cape: Automotive export corridor
Source of data	Reports, Minutes, correspondence from companies, MOUs
Method of Calculation or Assessment	Simple count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved exceeded
Indicator Responsibility	DDG Investment and Spatial Industrial Development

Indicator Title	Increase in the land area of existing SEZs to provide more space for targeted investments in key sectors
Definition	Expansions of the existing SEZ's land sizes to create more space for targeted investment. This will include business cases and verified investments This will be in the form of application from the existing SEZ. The application will include business case or motivation, containing prospective investments and infrastructure costs. The applications will be assessed by the technical team or SEZ Advisory Board before submitted to the minister for consideration.
Source of data	Business plans, correspondence with SEZ entities and provinces, letters of commitments from investors
Method of Calculation or Assessment	Simple count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved exceeded
Indicator Responsibility	DDG Investment and Spatial Industrial Development

Indicator Title	Value of exports from SEZ under the AfCFTA
Definition	This indicator measures value of exports from SEZs that are exporting under the African Continental Free Trade Area.
Source of data	SEZ entity quarterly reports. Company letters and emails. SARS data on exports under the AfCFTA from companies located in SEZs and correspondence
Method of Calculation or Assessment	Simple count
Assumptions	Availability of data from SARS differentiating exports from SEZs under the AfCFTA.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved exceeded
Indicator Responsibility	DDG ISID, DDG Trade, DDG Exports Branch

Indicator Title	Industrial parks developed into competitive infrastructure platforms for supporting diversified sectors
Definition	Industrial Parks developed to be competitive platforms for diversified sectors, and to include township and rural enterprises under the new model (to improve governance framework, management, operations capacity, efficient infrastructure provision & maintenance, hosting facilities for MSMEs & artisans capability centres and skills development) for sustained economic growth and investments in townships and rural areas.
Source of data	Reports, correspondence from companies, emails
Method of Calculation or Assessment	Simple count
Assumptions	Budget required and adequate financial and non-financial support from FDIs and provinces will be availed to co-fund and assist the department
Disaggregation of Beneficiaries (where applicable)	Youth, Women and People with Disabilities
Spatial Transformation (where applicable)	Townships and rural enterprises aligned to industrial value chains in industrial parks
Desired performance	Target achieved exceeded
Indicator Responsibility	DDG Investment and Spatial Industrial Development

Indicator Title	Rand value of export revenue of Global Business Services
Definition	The total actual value (rand) of export revenue generated through supported global business services projects as reported by disbursed projects
Source of data	Incentive claim packs and BAS incentive Reports
Method of Calculation or Assessment	Simple count
Assumptions	Supported projects are generating export revenue
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative Year end
Reporting Cycle	Bi-Annually
Desired performance	Target met or higher
Indicator Responsibility	DDG: Incentives

Indicator Title	Number of prototypes commercialised
Definition	Commercialization projects launched in the market, resulting in innovative technologies, products, or services that drive economic growth and address local, regional, and global challenges. Focus on key priority sectors
Source of data	Project reports or programme reports or meeting minutes or emails or templates or correspondence
Method of Calculation or Assessment	Quantitative (number of commercialised products) or qualitative (extent of product/technology improvement) or cumulative year end count
Assumptions	Technologies supported for commercialisation, will enable market capture, and business growth. This will enable localisation and creation of jobs
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Actual performance meets targeted performance
Indicator Responsibility	DDG Investment and Spatial Industrial Development

Indicator Title	Rand value of funding from competition and transformation settlement commitments for SMMEs, women and youth and people with disabilities
Definition	This indicator measures the total number of Small, Medium, and Micro Enterprises (SMMEs) that have received funding support through both financial and non-financial instruments provided by **the dtic** and its entities. The support includes market access facilitation, capacity-building programs, and resources aimed at enabling these enterprises to grow, compete, and integrate into local and international markets. The target includes fostering new regular exporters by 2030 through an all-of-government approach, with a focus on driving transformation and competition commitments. This includes prioritizing SMMEs owned by women, youth, and people with disabilities to ensure inclusive economic growth and empowerment.
Source of data	Reports
Method of Calculation or Assessment	Quantitative (Number of SMMEs Funded)
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Actual performance meets targeted performance
Indicator Responsibility	DDG: Sectors DDG: Exports DDG incentives DDG: Competition and Transformation

Indicator Title	Unlock rand value p.a in economic infrastructure investment for 8 Metros
Definition	Through the operationalization of the fusion centres unlock a minimum of R1bn p.a. in economic infrastructure investments in Metros in support of targeted economic growth rates as contracted with each Metro.
Source of data	Reports from the Metro and investors
Method of Calculation / Assessment	Simple Count
Assumptions	Municipality will facilitate the investment
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Target is 8 Metros which are found in various provinces
Desired performance	Target met
Indicator Responsibility	ODG

Indicator Title	Increased % manufacturing growth through the implementation of a National Industrial Policy
Definition	A policy that guides industrial development in the country. 1 (a) An approved policy that guides industrial development in the country. 1 (b) Tracks and monitors the implementation of the National industrial policy
Source of data	Signed off submission by the DDG: Sectors to the DG
Method of Calculation or Assessment	Qualitative (as per milestones)
Assumptions	Stakeholder buy-in Availability of budget Timeous approval by relevant structures (Economic Cluster, Cabinets and Executive Authority) Economic environment (Nationally and globally)is conducive
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Targets Achieved
Indicator Responsibility	ADDG Sectors

Indicator Title	Regional value chains to drive SA competiveness and exports of manufactured products
Definition	This indicator measures the number of regional value chains that will be developed in critical sectors such as autos, pharmaceuticals and agro processing.
Source of data	Reports from international organisations such as the ITC, UNCTAD, African Development Bank etc. on studies on regional value chains, and sector development. These reports may include forecasts or goals for specific industries like autos, pharmaceuticals, and agro-processing.
Method of Calculation	Quantitative, simple count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

Indicator Title	% of global market share for processed critical minerals: • Battery grade minerals (Aluminium, Nickel, Manganese, Copper, Vanadium,, Rare Earth Elements (REE), Graphite and Cobalt), Chrome and Iron ore
Definition	Implementation of the national strategy to support energy transition and beneficiation
Source of data	International Energy Agency Annual report: Energy Technology Perspectives
Method of Calculation or Assessment	Quantitative
Assumptions	Stakeholder buy-in Timeous approval by relevant structures (Economic Cluster, Cabinets and Executive Authority) Discouraging the export of unwrought minerals with limited production capacity, and subject to building absorptive capacity– to ensure reliable supply of input materials. – MPRDA S26 - DMPR Introduce differentiated electricity tariffs for highly valued processed minerals with high energy intensity – Electricity pricing DEE
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Targets Achieved
Indicator Responsibility	ADDG Sectors

Indicator Title	Rand value of procurement for locally manufactured goods and services
Definition	Contribution of procurement spent towards localisation and re-industrialisation
Source of data	Quarterly monitoring reports on the procurement spent submitted to the DG
Method of Calculation or Assessment	Quantitative
Assumptions	Stakeholder buy-in and implementation Availability of budget to implement the infrastructure programmes Timeous execution of projects Approval of the regulations under the Procurement Act Approval of the NIPP amendments Reporting by suppliers and procuring entities Adoption of strategic procurement approaches for strategic fleets (e.g Rails, Transmission and distribution lines, water infrastructure, pharmaceuticals, etc)
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Targets Achieved
Indicator Responsibility	ADDG Sectors

Indicator Title	Development of the rail tariff reduction support programme
Definition	Rail tariff reduction support programme for strategic sectors approved by the accounting officer
Source of data	Annual submission with the proposals signed off by the DDG: Sectors to DG
Method of Calculation or Assessment	Qualitative (as per milestones)
Assumptions	Stakeholder buy-in and implementation Implementation of Rail Policy Legislations and Strategies: • National Rail Policy (May 2022) • Roadmap for the Freight Logistics System in South Africa • Economic Regulation of Transport Act (Act 6 of 2024) • Railway Safety Act (Act No.30 of 2024) • Updated rail Network Statements • National Treasury writing off SOC's infrastructure cost- old debts • Transnet Rail Infrastructure Manager's ability to • raise or access funding/loans • recover of all operating costs incurred in the efficient provision of services to train operating companies • improve operational effeciencies Subsidies mechanism developed and provided to rail operators/customers to cover the portion of the cost Implementation of the Private Sector Participation Programme Support and approval of Joint initiative programme between Transnet and its customers (i.e Automotive, Mining houses, general freight and others) to undertake maintenance programme.
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Milestones achieved
Reporting Cycle	Annual
Desired performance	Target Achieved
Indicator Responsibility	ADDG: Sectors

Indicator Title	% reduction in the importation of rail transport equipment
Definition	Reduce the import content in the rail transport equipment to support localisation and re- industrialisation
Source of data	Quarterly report signed off by the DDG: Sectors to DG
Method of Calculation or Assessment	Quantitative
Assumptions	Timeous award of tenders Stakeholder buy-in and implementation Growth in aggregated domestic demand Timeous execution of projects Approval of the regulations under the Procurement Act Approval of the NIPP amendments Reporting by suppliers and procuring entities Adoption of strategic procurement approaches for strategic fleets (e.g. rails; overhead equipment; rolling stock and parts)
Disaggregation of Beneficiaries (where applicable	N/a
Spatial Transformation (where applicable)	N/a
Desired performance	Target achieved
Indicator Responsibility	ADDG Sectors

Indicator Title	Rand value of exports
Definition	Increase in the total value of South African exports to the world by 2030. Annual report outlining cumulative total value of exports to the world, based on SARS, trading partners, Trademap.
Source of data	Report(s) using data from SARS, trading partners, Trademap.
Method of Calculation or Assessment	Simple count
Assumptions	Exports to international markets
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved or exceeded
Indicator Responsibility	CD: Exports/Operations - CD: Export Promotion and Marketing – CD: Export Development and Support

Indicator Title	Increased % of products exported under existing preferential Trade Agreements
Definition	This indicator measures the growth in the number of products being exported under existing trade agreements. The preference utilisation rate (PUR), is the value of imports from South Africa that made use of the preferential tariffs.
Source of data	SARS data and research on preferrential exports.
Method of Calculation	Simple count
Assumptions	Existing market access under trade agreements being maintained
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG: Exports Branch

Indicator Title	Number of countries trading under the African Continental Free Trade Area Agreement (AfCFTA)
Definition	This indicator measures the number of countries that have started trading under the African Continental Free Trade Area (AfCFTA) Agreement.
Source of data	Notifications from the AfCFTA Secretariat of the countries that have gazetted their offer and thereby are ready to start trading under the AfCFTA
Method of Calculation	Simple count
Assumptions	African Continental Free Trade Area (AfCFTA) state parties are ready to implement tariff preference. Relevant negotiations facilitated by the AfCFTA Secretariat to conclude outstanding issues in the AfCTA negotiations. Countries complete their legal processes and gazette their offer
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

Indicator Title	Number of economic interest strategies implemented to increase exports and investment from key trading partners and potential trading partners
Definition	This indicators measures the economic interest strategies and implementation plans for 15 key trading partners which will lead to growth in export volumes and foreign direct investment
Source of data	Existing country profile documents Existing country strategy documents Draft Africa Strategy SA National Interest document Decision Support Model Trade Map Outcomes of Bi-National Commissions, State Visits and Business Forums Economic interest strategies approved by DDG
Method of Calculation	Simple count
Assumptions	SA economic interests included in the respective trading arrangements
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

Indicator Title	Number of trade instruments deployed to promote South Africa's just transition to a low carbon economy
Definition	This indicator measures the fair and inclusive transition to a low-carbon economy, achieved through the strategic deployment of trade instruments. Trade instruments can include: tariff increases/decreases, rebates issued, safeguards to protect industry against increase of imports, cumulation agreed for EVs and hybrids,
Source of data	Trade directive issued by the Minister to ITAC to review trade instruments for green products or green manufacturing value chains to encourage cheaper imports materials for energy products. Outcomes of negotiations/engagements between SA and EU on Clean Trade and Investment Partnership Agreement by the EU and UK on cumulation in the Economic Partnerships to promote production of EVs and hybrids and increased exports. Additional standard materials included under the APDP to incentivise value addition for critical minerals
Method of Calculation	Simple count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

Indicator Title	Increase access to strategic markets
Definition	This indicators measures the increased access to strategic markets through identification and resolution of at least 10 key trade barriers (tariff and non-tariff) for South African businesses.
Source of data	Queries and/or complaints received from industry NTBs reported on the AfCFTA NTB Online mechanism List of trade barriers reported by private sector and status of resolution.
Method of Calculation	Simple count
Assumptions	Trade barriers are reported by private sector
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

Indicator Title	Rand value of transformation fund aggregated and disbursed
Definition	Transformation Fund established to support SMMEs and black owned enterprise
Source of data	Information/ reports/ agreements/ orders from the Competition Authorities, the EEIP programme, the Black Industrialist programme, government entities, IDC reports.
Method of Calculation	Simple count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Meet or exceed targets
Indicator Responsibility	DDG Transformation and Competition

Indicator Title	Number of workers with shares in their companies
Definition	Additional workers with shares in their companies as presented in commitments made
Source of data	Agreements with companies; Tribunal orders; information and reports from the companies and ESOPs, **the dtic** programmes, government departments and entities including the IDC, the NEF and B-BBEE Commission
Method of Calculation	Simple count
Assumptions	Assume large mergers take place where companies are prepared to consider and negotiate ESOPS
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	80% - 100% of target achieved or target exceeded
Indicator Responsibility	DDG: Transformation and Competition

Indicator Title	New Patents Act enacted to ensure integration with flexibilities under the WTO Trade-related Aspects of Intellectual Property (TRIPS) Agreement
Definition	This indicator measures the successful amendment of the Patents Act to incorporate the flexibilities allowed under the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS). It tracks the extent to which the Patents Act is revised to align with TRIPS provisions that permit the use of mechanisms such as compulsory licensing, parallel importing, and the protection of public health interests.
Source of data	Draft Patents Bill Publication for public comments
Method of Calculation or Assessment	Quantitative, simple count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

Indicator Title	Designs Amendment Act
Definition	This indicator measures the successful amendment of the Designs Act to ensure that South African design laws remain relevant, competitive, and aligned with global standards, providing better legal certainty and support for creators and businesses in the design sector.
Source of data	Draft Designs Amendment Bill Publication for public comments
Method of Calculation	Quantitative, simple count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

Indicator Title	Number of WTO reform outcomes attained
Definition	This output indicator measures the total number of reforms or changes successfully implemented by South Africa within the framework of the World Trade Organization (WTO).
Source of data	Engagements at the WTO Briefings prepared on key reform issues under discussion at the WTO Studies and publications from research institutions, think tanks, or universities which could also serve as a source for data on reforms.
Method of Calculation	Quantitative, simple count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

Indicator Title	Approval of Accelerated Energy Roadmap by the Minister
Definition	Energy Roadmap developed and approved by Minister Ten Negotiated Pricing Agreements reached with Eskom and key industrial sectors
Source of data	Approved Submission Eskom NPA's
Method of Calculation / Assessment	Simple Count
Assumptions	Strong stakeholder participation will be required to develop the Roadmap which accelerates private-sector participation and diversifies the energy mix. Eskom willingness to sign new NPA's
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	The Roadmap will identify districts which could benefit from new sources of energy generation such as hydrogren, solar, wind.
Desired performance	Target met
Indicator Responsibility	DDG: Research DDG: ISID DDG: Sectors

Indicator Title	Roadmap developed (in partnership with Operation Vulindlela Digital Transformation Team) for shared public infrastructure economic reforms
Definition	Digital Roadmap developed and approved by the Economic Cluster.
Source of data	Economic Cluster minutes
Method of Calculation / Assessment	Simple Count
Assumptions	Agreement is reached with private-sector on its contribution to development of the sector.
Disaggregation of Beneficiaries (where applicable)	The Roadmap will seek to provide beneficiaries with access to digital infrastructure.
Spatial Transformation (where applicable)	The Roadmap will prioritise townships and other under-served areas
Desired performance	Target met
Indicator Responsibility	DDG: Research

Indicator Title	% increase in prosecution of illicit trade
Definition	This indicator measures the % increase in prosecution of illicit trade through interdepartmental cooperation, amendments to legislation and increased enforcement capacity
Source of data	Amendment to the ITA Act to enable enhanced prosecution of people involved in illicit trade Coordination with SARS to review the regulatory framework on small packages, including the de minimis rule to address misuse Summary of reports of the inter-agency working - Quarterly (Reports are confidential) Training of SARS customs officials to identify illicit/illegal/prohibited goods (Non Proliferation and ITAC) Prosecution outcome of illicit trade cases
Method of Calculation	Simple count
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

Indicator Title	Improved ranking on ease of doing business measures
Definition	South Africa's ranking on an ease of doing business measure
Source of data	Internal calculation
Method of Calculation / Assessment	The World Bank index is no longer published but the detailed scores will be used to calculate South Africa's current ranking against the baseline.
Assumptions	Data from relevant departments and entities is provided to **the dtic** timeously.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	The measures draws data from multiple provinces.
Desired performance	Improvement in SA's ranking from 84 to the equivalent of ranking 50.
Indicator Responsibility	DDG: Regulation

Indicator Title	Number of new One Stop Shop established in 6 provinces
Definition	One Stop Shops established, launched and operational to effectively contribute to investment facilitation, retention and aftercare in support of government's Red Tape Reduction initiatives.
Source of data	MoAs, Launch date, operational plans, reports, meeting documentation
Method of Calculation or Assessment	Simple count
Assumptions	Consistent collaboration with national and provincial stakeholders
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	The target achieved
Indicator Responsibility	DDG Investment and Spatial Industrial Development

Indicator Title	Number of new Fusion Centre to undertake regulatory reform for Acts, Regulations, Licencing, Permits and Registrations
Definition	New Fusion Centre Roll Out to support Regulatory Reform and Red Tape Reduction for Acts , Regulations, Licensing, Permits and Registrations
Source of data	Acts, Regulations, Licenses, Permits , Registrations all correspondence
Method of Calculation or Assessment	Simple
Means of verification	No of Acts, Regulations, Licenses, Permits , Registrations reformed and turnaround time all correspondence
Assumptions	Interdepartmental , Inter Governmental , Entities
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG: Regulation and DDG; ISID

Indicator Title	Number of Investor surveys in support of government's Red Tape Reduction initiatives
Definition	Investor Surveys on investor service conducted bi-annually
Source of data	Customer surveys
Method of Calculation or Assessment	Simple count
Assumptions	Consistent collaboration with national and provincial stakeholders
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	The target achieved
Indicator Responsibility	DDG Investment and Spatial Industrial Development

Indicator Title	Number of legislation developed to reduce red tape
Definition	Omnibus Bill developed
Source of data	Progress Reports and draft Omnibus Bill
Method of Calculation / Assessment	Simple Count
Assumptions	Delays in the development or amendment of legislation and external dependencies
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	N/A
Indicator Responsibility	DDG: Regulation Branch

Indicator Title	Number of legislation amended for an enabling environment, inclusive growth and red tape reduction
Definition	National Gambling Act; Liquor Act; Consumer Protection Act; National Credit Act; Companies Act and the Lotteries Act
Source of data	Progress Reports and or draft legislation
Method of Calculation / Assessment	Simple Count
Assumptions	Delays in the development or amendment of legislation and external dependencies
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	N/A
Indicator Responsibility	DDG: Regulation Branch

Indicator Title	Number of Regulations amended to enable red tape reduction and create an enabling environment
Definition	Regulations on Companies Amendment Act; National Credit Act, Consumer Protection Act; Lotteries Act and Liquor Act for harm reduction; to reduce red tape; create the ease of doing business and inclusive growth.
Source of data	Progress Reports and or draft regulations
Method of Calculation / Assessment	Simple Count
Assumptions	Delays in the development or amendment of legislation and external dependencies
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	N/A
Indicator Responsibility	DDG: Regulation Branch

Indicator Title	Number of interventions to streamline processes for the dtic entities to enable red tape reduction
Definition	Identification of interventions for streamlining processes, through the reduction of turn- around times either by 3 months where applicable or 3 days depending on the entities respective turnaround times. 20 interventions are targeted over a period of 5 years
Source of data	Approved Reports
Method of Calculation / Assessment	Simple Count
Assumptions	Cooperation from entities
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	N/A
Indicator Responsibility	DDG: Regulation Branch

Indicator Title	Reduced turnaround times of the dtic entities on processes, applications and permits by 30% to reduce red tape and create and enabling environment
Definition	Identification of process efficiencies to reduce turnaround time and actions recommended to entities Turnaround times includes timeframes on processes, applications and permits. They can be number of days, months and years
Source of data	Approved reports by DDG
Method of Calculation or Assessment	Simple
Assumptions	Cooperation from entities
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG: Regulation

3. A capable and professional public service

Indicator Title	% of staff engaged through performance excellence culture survey
Definition	Percentage of staff who completed in the performance excellence culture survey questionnaire
Source of data	Culture survey questionnaires
Method of Calculation or Assessment	No. of staff who completed the performance excellence culture survey questionnaires/ Total No. of staff employed *100
Assumptions	Culture survey conducted
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target achieved
Indicator Responsibility	CMSB

Indicator Title	% of entities achieving 80% performance annually
Definition	The number of the entities that achieve a minimum of 80% of their targets at the end of 5 year strategic period.
Source of data	Performance information from **the dtic** entities Annual Reports
Method of Calculation or Assessment	Number of entities achieving a minimum of 80% performance against their APP
Assumptions	All entities will submit their Annual Performance information
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target met
Indicator Responsibility	Chief Director: Operations & Projects

Indicator Title	Unqualified audit opinion for both financial and non-financial performance
Definition	This indicator measures the audit outcome based on performance for the previous financial year
Source of data	Audited Annual Report
Method of Calculation or Assessment	Verify if the opinion expressed by the external auditors on the financial and non-financial performance report is unqualified with all material findings corrected.
Assumptions	The department's annual financial statements and non-financial performance report will be audited
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired performance	Unqualified audit opinion on financial and non-financial performance
Indicator Responsibility	CFO

Indicator Title	(%) of procurement contracts approved towards women owned businesses
Definition	Contributing to this specific output by way of reporting on the total % of all procurement i.e., tenders and RFQs approved towards women owned businesses. Women owned businesses are defined as businesses that have at least 51 % ownership by women
Source of data	Orders issued by SCM, Centralised Supplier Database and B-BBEE certificates
Method of Calculation or Assessment	% of all procurement i.e., tenders and RFQs approved towards women owned businesses
Assumptions	% of all procurement i.e., tenders and RFQs approved towards women owned businesses
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target met
Indicator Responsibility	CFO

Indicator Title	(%) of procurement contracts approved towards youth owned businesses
Definition	Contributing to this specific output by way of reporting on the total % of all procurement i.e., tenders and RFQs approved towards youth owned businesses.
Source of data	Orders issued by SCM, Centralised Supplier Database and B-BBEE certificates
Method of Calculation or Assessment	% of all procurement i.e., tenders and RFQs approved towards Youth owned businesses
Assumptions	% of all procurement i.e., tenders and RFQs approved towards Youth owned businesses
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target met
Indicator Responsibility	CFO

Indicator Title	(%) of procurement contracts approved towards PWD owned businesses
Definition	Contributing to this specific output by way of reporting on the total % of all procurement i.e., tenders and RFQs approved towards PWD owned businesses.
Source of data	Orders issued by SCM, Centralised Supplier Database and B-BBEE certificates
Method of Calculation or Assessment	% of all procurement i.e., tenders and RFQs approved towards PWD owned businesses
Assumptions	% of all procurement i.e., tenders and RFQs approved towards PWD owned businesses
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Target met
Indicator Responsibility	CFO