

**INTERNATIONAL TRADE ADMINISTRATION
COMMISSION OF SOUTH AFRICA**

ANNUAL PERFORMANCE PLAN 2026/2027

March 2026

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ABBREVIATIONS AND ACRONYMS

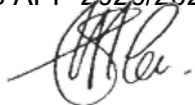
BRICS	Brazil, Russia, India, China and South Africa
Commission	International Trade Administration Commission of South Africa
CSP	Company Specific Percentages
The dtic	Department of Trade, Industry and Competition
EPA	Economic Partnership Agreement between SACU states and Mozambique on the one hand and the EU and its Member States on the other (2016)
EPC	Eligible Production Certificates
EU	European Union
GDP	Gross Domestic Product
IPAP	Industrial Policy Action Plan
ITA Act	International Trade Administration Act, 71 of 2002
ITAC	International Trade Administration Commission of South Africa
NDP	New Development Plan
NEDLAC	National Economic Development and Labour Council
NGP	National Growth Path
PRC	Production Rebate Certificates.
PFMA	Public Finance Management Act, 1 of 1999
SACU	Southern African Customs Union
SADC	Southern African Development Community
SAPS	South African Police Service
SARS	South African Revenue Service
TPSF	Trade Policy and Strategic Framework
TDCA	Trade Development and Cooperation Agreement between SA and the EU and its Member States (1999)
UNCTAD	United Nations Conference on Trade and Development
US	United States of America
WTO	World Trade Organisation

EXECUTIVE AUTHORITY STATEMENT

The International Trade Administration Commission of South Africa's (ITAC) 2026/2027 Annual Performance Plan (APP) reflects its commitments to its mandate in terms of the International Trade Administration Act, 2002, and to advancing the strategic plans and goals of the 7th Administration aimed at fostering sustainable economic growth, industrialization, inclusive development and building a fair and competitive environment for South Africa's participation in global trade.

Since the start of the 6th Administration and continuing into the 7th Administration, the Department of Trade, Industry and Competition (the dtic) and all entities in the dtic Group have adopted an output-driven planning system based on the objective of creating real change for all South Africans. As can be seen from the consolidated indicators in the APP, ITAC is focused on doing its part by, amongst others, addressing potentially injurious import competition, enabling growth in domestic manufacturing and manufactured exports, and facilitating domestic industries accessing affordable quality scrap metals.

ITAC's APP 2026/2027, is hereby submitted in accordance with the Revised Framework on Strategic and Annual Performance Plans.



PARKS TAU, MP

MINISTER OF TRADE, INDUSTRY AND COMPETITION

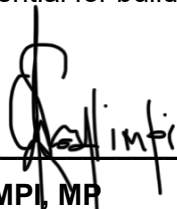
DATE: 14/04/2026

DEPUTY EXECUTIVE AUTHORITY STATEMENT

The 2026/2027 Annual Performance Plan (APP) represents a purposeful alignment with the strategic priorities established by the 7th Administration, which include industrialization, job creation, transformative processes, and the cultivation of a capable state. This alignment further emphasizes the importance of fostering equitable participation in both international and domestic trade.

The indicators outlined in the 2026/2027 plan reflect the ITAC's steadfast commitment to promoting export-led growth, ensuring enforcement of fair-trade practices, and safeguarding domestic industries through rigorous import and export control measures. Moreover, these indicators exceed mere compliance; they constitute an important strategic framework designed to assess impact, enhance accountability, quantify firm-level reciprocity concerning government initiatives, and guide our trade policy toward the advancement of economic development.

In this context, ITAC Annual Performance Plan 2026/2027 serves not only as a reflection of our collective strategic objectives, but also as a transformative instrument essential for building a developmental state.



ZUKO GODLIMPI, MP

DEPUTY MINISTER OF TRADE, INDUSTRY AND COMPETITION

DATE:

ACCOUNTING OFFICER STATEMENT

This Annual Performance Plan (APP) of the International Trade Administration Commission (ITAC) for 2026/2027 identifies the key performance areas, indicators and targets that the organisation seeks to achieve, in line with its Strategic Plan. The Annual Performance Plan, in response to recent developments in the global and domestic economy incorporates efficiency indicators and those that review the distributional and spatial impact of our work. Moreover, the 2026/2027 APP incorporates indicators that consider the influence of ITAC's work on the conditions under which successive democratic administrations have pursued the reindustrialisation and transformation of the South African economy. These performance measures, alongside reflections on the human and financial resourcing of the institution, it is hoped, will provide an invaluable guide to ITAC's work.

We remain committed to the successful implementation of the Plan.



AYABONGA CAWE
CHIEF COMMISSIONER
DATE: 10 April 2026

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- was developed by the management of ITAC under the guidance of the Chief Commissioner;
- was prepared in line with the Strategic Plan of ITAC; and
- accurately reflects the performance targets which ITAC will endeavour to achieve given the resources made available in the budget for the 2026/2027 financial year.



PHILLIP SEMELA
GENERAL MANAGER: CORPORATE SERVICES
DATE: 10 April 2026



AYABONGA CAWE
CHIEF COMMISSIONER
DATE: 10 April 2026

APPROVED BY:



PARKS TAU, MP
MINISTER OF TRADE, INDUSTRY AND COMPETITION
DATE: 14/04/2026

PART A: MANDATE

1. Legislative and policy mandates

ITAC's administration of its trade instruments should be understood within the legal and policy environment within which it operates. As discussed below, the parameters of this framework are defined by its enabling statute and regulations, as well as the industrial and trade-related policies of the Government.

1.1. Legislative mandate

ITAC is a statutory body established in terms of section 7 of the International Trade Administration Act, 2002 (Act No. 71 of 2002) ('ITA Act'). In terms of section 7(2), the Commission performs its functions independently, impartially and without fear, favour or prejudice. The object of the ITA Act is to foster economic growth and development in order to raise income levels and promote investment and employment in South Africa and within the Common Customs Area by establishing an efficient and effective system for the administration of international trade.

ITAC's core statutory functions include conducting investigations and evaluations and making recommendations to the Minister of Trade, Industry and Competition on customs duty amendments, trade remedies, and on matters relating to import and export control in terms of section 6 of the ITA Act.

ITAC also administers rebate and drawback provisions under the Customs and Excise Act and issues import and export permits. In performing these functions, ITAC implements South Africa's obligations within SACU and ensures consistency with South Africa's international obligations, including under the WTO Agreements.

Finally, the Commission provides technical advice and support to stakeholders including the Department of Trade, Industry and Competition (the dtic), the Department of Agriculture, Land Reform and Rural Development (DALRRD) and the South African Revenue Service (SARS).

1.2. Policy mandate

The 7th Administration is pursuing an economic policy aimed at delivering sustained and inclusive growth. ITAC's contribution to these national priorities, aligns to the framework set out in the Medium-Term Development Plan (MTDP 2024-2029). The MTDP has identified three strategic priorities. The first strategic priority being *inclusive growth and job creation*. The second strategic priority targets *a reduction in poverty and tackling the high cost of living*. The third strategic priority focuses on *building a capable, ethical and developmental state*. ITAC's trade instruments are integral to shaping the country's trade environment and the benefits that may be derived therefrom. Consequently, in the administration of its trade instruments, ITAC adheres to the requirements arising from the regulatory and legislative framework, while also operating in harmony with the Government's strategic policy priorities.

Priority 1: Delivering Inclusive Growth and Job Creation

ITAC supports inclusive growth and jobs creation through its trade instruments. ITAC's tariff investigations supports the rebuilding of South Africa's industrial base. Industrial and trade policy is seen as a vehicle for job creation, economic sovereignty, and reducing inequality. ITAC's tariff investigations contribute to these focus areas through a number of self-initiated reviews or investigations flowing from Ministerial directives in sectors like steel, sugar, footwear, renewable energy, and amendment to the auto-industrial policy framework to support the incorporation of new energy vehicles. Furthermore, ITAC will continue to extend tariff support to industries that are labour-intensive or have significant job-creation potential, ensuring that its decisions contribute to reducing unemployment. ITAC in conjunction with SARS, in the proposed amendments to the Customs & Excise Act, is considering the efficient disposal of waste products. This will be done by making provision for waste fabric generated by 3rd Schedule rebate holders to be sold to other 3rd schedule rebate holders, which would support recycling and lowering the impact on landfills. ITAC's trade remedy investigations also support this goal by addressing unfair trade that if left unaddressed could lead to further firm-level distress and at worst, the ultimate demise of industries across the primary and manufacturing sectors.

Import and export controls also have a role to play in job creation and retention. The protection from import competition from imported second hand is a key feature of ITAC's import control policy. This policy provides an adaptive response to the surplus and waste disposal strategies of product regions across the world, especially in the clothing, shipping and footwear and automotive sectors.

On the export control side, selected goods are prohibited or restricted from being exported from South Africa for multilateral, industrial, environmental and safety reasons. One example of this is the Price Preference System (PPS) which ITAC administers, and which regulates the exportation of ferrous and non-ferrous waste and scrap material. By requiring that affordable, quality scrap is first offered for sale to local industry prior to being issued with an export permit, the PPS seeks to support competitive access to feedstock material to encourage local beneficiation. As with other programmes that it administers, ITAC is engaged in reviews aimed at enhancing the benefits that local industry derives from such programmes.

Government has also highlighted the importance of inclusive growth. ITAC's approach to tariff investigations includes considerations of how tariffs support small and medium enterprises and historically disadvantaged persons. ITAC will also seek to grow the share of permit and authorisation processes that take into account relevant codes of practice issued under the B-BBEE Act. In addition, ITAC's incentive-related and export-support functions (including specific rebate and drawbacks) contribute to the Government's emphasis on export diversification and the development of new and emerging sectors.

Priority 2: Reducing poverty and tackling the high cost of living

Tariffs as a form of 'import taxation', while visiting singularly targeted benefits to producers of specific products, also yield 'diffuse' costs to many households and downstream firms due to their price-raising effect. Least of all in a country whose product market structures are characterised by dominant lead firms. It is this feature that complicates the function of trade protection measures in a country like South Africa faced by the triple challenges of poverty, inequality and unemployment. Where trade relief measures are understood and expected to raise prices in a manner where the

'distributional incidence' of taxation falls on poorer households and downstream industrial users, the Commission is expected to balance this 'cost' alongside the firm-level benefit enjoyed by incumbent producers.

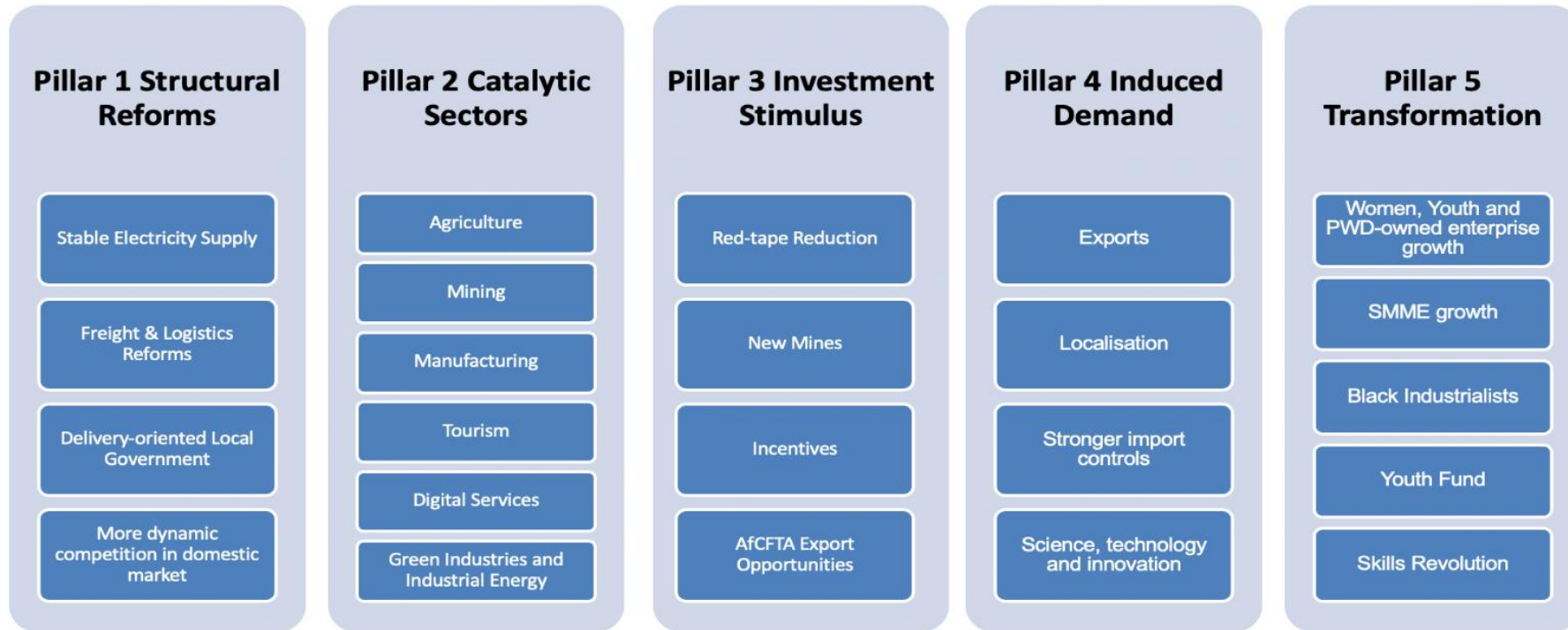
This is of particular concern where the good in question is an everyday staple, such as poultry, or a key input for downstream industries, such as steel or aluminium products. In such investigations, ITAC needs to ensure that duties are set at levels that balance the interests of domestic industries and the welfare of consumers or economic interests of downstream industries. The Commission has strengthened its ability to simulate and consider these distributional questions, with the assistance of datasets from SARS and Statistics South Africa. This work will continue to ensure that final determinations and recommendations by the Commission to executive authorities, are sensitive to the distributional impact of trade policy decisions. This aligns with the Government's heightened focus on cost-of-living pressures across households and firms.

Priority 3: Building a capable, ethical and developmental state

A key feature of a capable, ethical and developmental state is not only that those who constitute the state as its personnel have integrity, but also that they have such integrity alongside a capability to translate the strategic approach of the Government into operational and administrative work of the institution. The 7th Administration's strategic approach to achieve inclusive growth rests on five pillars (structural reform, catalytic sectors, investment stimulus, induced demand and transformation). ITAC's work falls squarely in the fourth and fifth pillars (see **Figure 1** below) of this strategy, with its work in incentivizing exports (through drawbacks) and undertaking import control crucial to contributing to national goals. So too will the review of our regulatory tools consider their harmonization to transformation objectives

Finally, more recent Government strategy, including **the dtic's** Strategic Plan 2025-2030 (Revised) and the Presidency's Strategic Plan 2025-2030, places added emphasis on economic diversification, digital transformation and sectoral renewal, which ITAC will account for in its ongoing review and administration of its trade instruments. Focus areas will be centring around strengthening internal controls to address capacity constraints through resource diversification, address financial constraints through the implementation of prescribed fees for certain permits, which will be implemented following a phased approach as well as implementing a 3-year HR plan. ITAC is also aligned with the critical importance of being a digitally and modernised institution that is able to deliver on its mandate and can support others in fulfilling theirs. Digital transformation will modernise the way ITAC operates and collaborates with stakeholders. This transformation will also deepen evidence-based decision-making, with reliable data serving as its foundation.

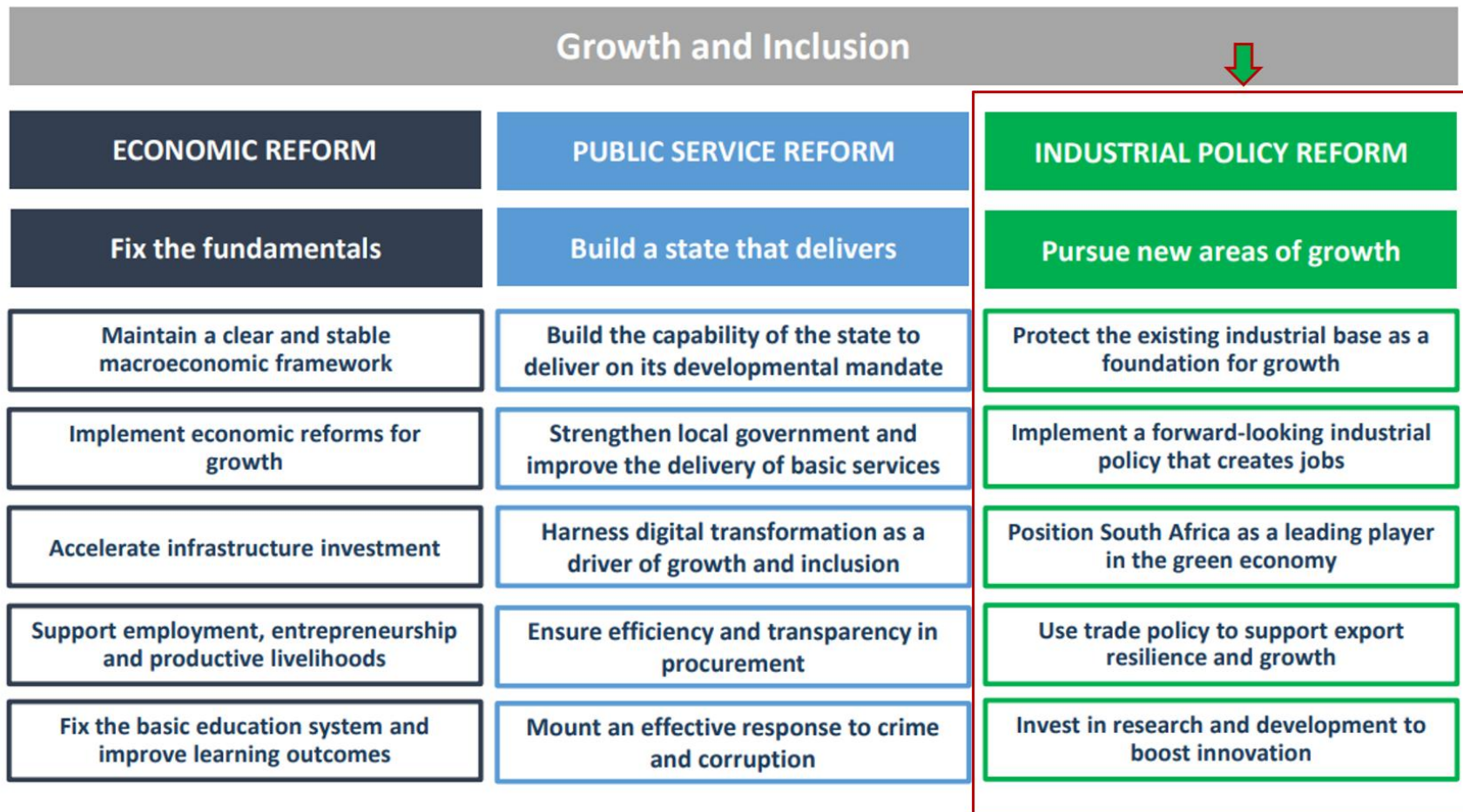
Figure 1. The Strategic Approach to the Economy of the 7th Administration



Source: Presidency, 2025.

Implementation Plan to Drive Growth and Inclusion

Three Pillars of the Implementation Plan



Source: The Presidency, 2026

The Growth and Inclusion Implementation Plan is structured around three core pillars: Economic Reform, Public Service Reform, and Industrial Policy Reform. ITAC is aligned to the Industrial Policy Reform pillar by actively translating its objectives into trade interventions, deploying tariffs, trade remedies,

and regulatory controls to influence market outcomes, deepen industrial capacity, and support export-led, inclusive growth. In doing so, the Commission shapes the competitive environment in which domestic industries operate, invest, and expand.

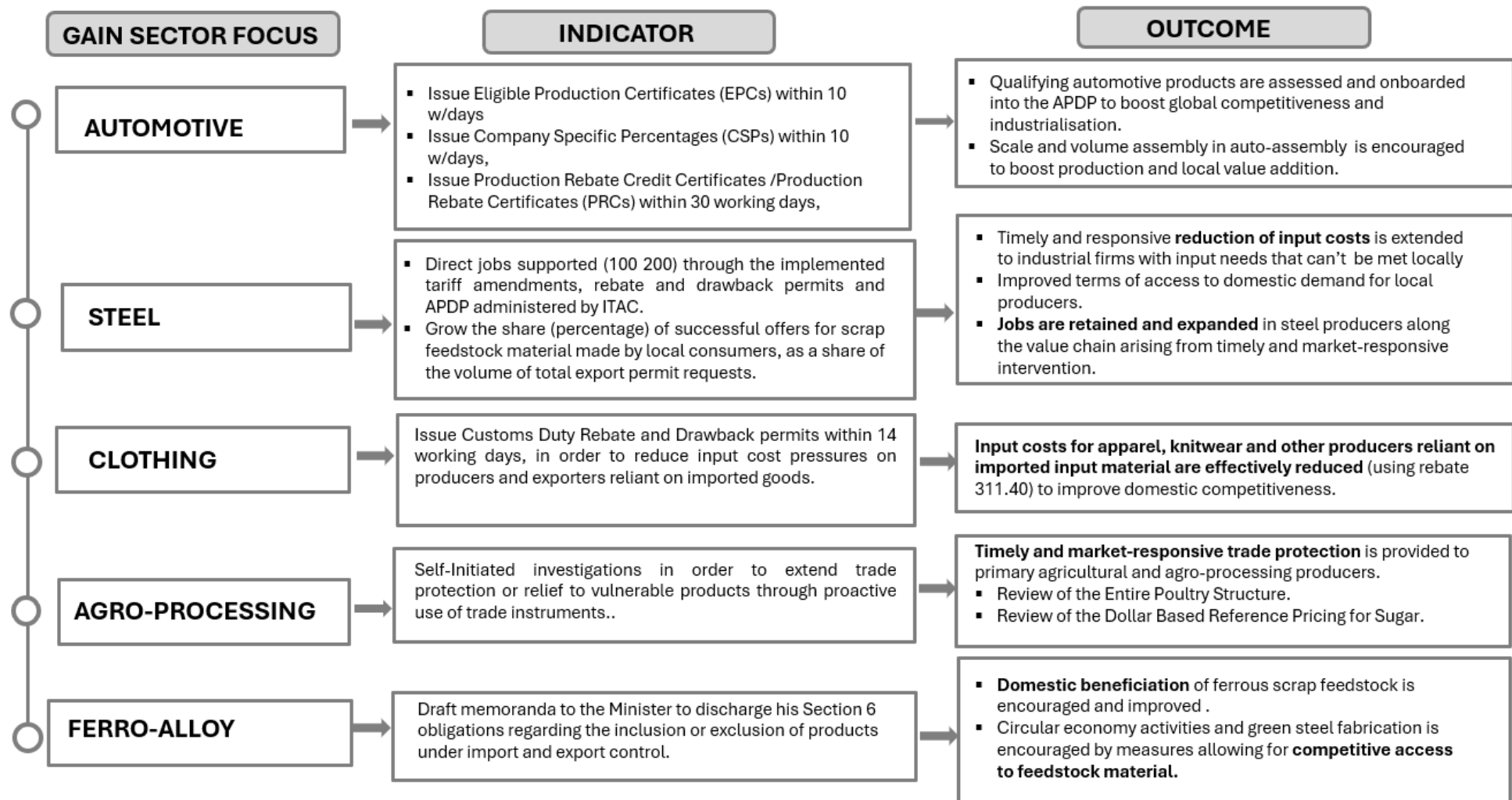
To give effect to this alignment, ITAC's APP output indicators for the 2026/27 financial year are structured to embed implementation discipline and measurable impact within its statutory and regulatory functions. The focus is on ensuring that trade instruments are not only administered efficiently, but are assessed based on their contribution to industrial outcomes.

Accordingly, the indicators prioritise the effectiveness and impact of interventions, including the timely finalisation of tariff applications, the evaluation of firm-level commitments linked to tariff support, and the monitoring of price, investment, and production responses following implementation. This is complemented by performance measures covering the administration of trade remedies, rebates and drawbacks, and import and export controls, ensuring that enforcement, compliance, and reciprocity are systematically integrated into the Commission's work.

In parallel, the Commission has introduced system-focused improvements to strengthen responsiveness and efficiency, including self-initiated investigations in vulnerable sectors and the digitisation and automation of permit systems to reduce delays and improve access. Expanded indicators assessing downstream industry and household impacts, as well as alignment with transformation frameworks, further integrate distributional considerations into trade policy administration.

The framework enables ITAC to support the protection and restructuring of the domestic industrial base, facilitate the development of new areas of growth, strengthen export resilience, and improve access to competitively priced inputs for downstream industries.

The Government's Growth and Industrial (GAIN) strategy



Source: ITAC, 2026

In alignment with the Government's Growth and Industrialisation (GAIN) strategy, ITAC's strategic approach is directed towards supporting priority sectors identified for targeted intervention, including steel and metals, automotive, agro-processing, cement and mineral beneficiation value chains. Within this framework, the Commission exercises its mandate to align trade instruments with sector-specific policy levers aimed at stabilising and expanding domestic production capacity. This includes the application of tariff measures and trade remedies to address injurious import competition in vulnerable industries, alongside the use of import and export controls to support localisation, secure access to critical inputs and advance downstream beneficiation.

In terms of Section 6 of the ITAC Act, the Commission provides strategic technical advisory services to government through the delivery of policy recommendations, advisory notes and technical reports on trade and industrial policy matters. This includes advisory support for domestic beneficiation in key value chains such as ferro-alloys and polymer and petrochemical sectors, measured by the number of outputs delivered in line with the APP indicator on Section 6 advisory services.

Through this sectoral alignment, ITAC contributes to key GAIN outcomes, including the recovery and growth of strategic industries, improved competitiveness of domestic producers, and the deepening of industrial value chains. The Commission's interventions further support investment, localisation and export development in sectors of comparative advantage, ensuring that trade policy is effectively leveraged to reinforce industrial expansion and economic resilience. In this way, ITAC's mandate is positioned as an integral component of the coordinated, sector-driven growth path envisaged under the GAIN strategy.

2. Institutional Policies and Strategies

In executing its core functions, ITAC is expected to take strategic guidance from prevailing policy imperatives. In light of this, the table below provides a summary of selected strategic priority actions identified for the 2026/27 financial year. These constitute the key issues that ITAC has considered in formulating actions for achieving its vision and mission.

3. Institutional Policies and Strategies

In executing its core functions, ITAC is expected to take strategic guidance from prevailing policy imperatives. In light of this, the table below provides a summary of selected strategic priority actions identified for the 2026/27 financial year. These constitute the key issues that ITAC has considered in formulating actions for achieving its vision and mission.

Table 1: Strategic drivers

Strategic Drivers	Indicated Actions
Positioning: Continued relevance in changing economic, trade and industrial policy environments	<ul style="list-style-type: none"> • Impact Assessments/Reviews/Reciprocal Commitments • Technical advice in bilateral, multilateral, and WTO trade negotiations beyond Africa • Monitoring trade flows to identify threats and opportunities • Effective participation in regional trade negotiations (SACU, SADC and AfCFTA) • Collaboration with the dtic Sector Desks and contribution to assessment of policy effectiveness
Compliance with multilateral, bilateral, regional, and domestic legislation	<ul style="list-style-type: none"> • ITA Act • Customs and Excise Act • ITAC Regulations • Promotion of Administrative Justice Act • Protection of Personal Information Act • Relevant Acts in the Public Service • Constitution • World Trade Organisation (WTO) Agreements • Agreement Establishing the African Continental Free Trade Area • SACU Agreement • Bilateral Trade Agreements
Review of domestic law and practice	<ul style="list-style-type: none"> • Review of the ITA Act • Review of Tariffs, Trade Remedies, and Import and Export Control Regulations
Efficiency and Effectiveness	<ul style="list-style-type: none"> • Aligning business support functions to core functions • Improving service delivery and ease of administration, including the removal of red tape • Monitoring and evaluation of the impact of our trade instruments • Strengthening our research and development capability
Funding	<ul style="list-style-type: none"> • Prescribed Fees Revenue Model and Strategy • Sound financial management and accounting • Good governance, internal control, and risk management
Strategic, technical and organisational capacity.	<ul style="list-style-type: none"> • Integrated performance management, development, and enhancement • Recruitment, selection, retention and skills development • Organisational Restructuring and Redesign • Permit System Automation and Modernisation • Strengthening data analytics capacity to support distributional-impact modelling and policy evaluation

4. Relevant Court Rulings

The following are recent court rulings that have a significant, ongoing impact on the operations and/or the service delivery obligations of ITAC:

3.1. LUCKY CEMENT LIMITED v THE INTERNATIONAL TRADE ADMINISTRATION COMMISSION (ITAC), THE MINISTER OF TRADE, INDUSTRY & COMPETITION, THE MINISTER OF FINANCE and THE CONCRETE INSTITUTE (Case No: 48142/2022)

In this judicial review the Applicant sought to challenge ITAC's recommendation to the Minister of Trade, Industry and Competition and his subsequent request to the Minister of Finance as well as the Minister of Finance's decision to amend the relevant schedule to the Customs and Excise Act. An anti-dumping duty of 25% was implemented on cement imported by the Applicant following a sunset review investigation of the anti-dumping duties on ordinary Portland cement originating in or imported from Pakistan. The main ground for review pertained to the allegation that ITAC erred in the elimination of costs or variables which, distort the comparison between the export price and normal value, commonly referred to as 'adjustments', as a result, its calculation of the dumping margin was incorrect, and its ultimate decision was irregular.

The Application was received in November 2022, the judicial process unfolded and culminated in a hearing that took place on 8 and 9 October 2024. Judgement was handed down on 7 March 2025, in favour of ITAC and the other Respondents, including a cost order.

Although the matter centred around the specific facts of the case, the ruling of the court was significant because it considered the merits and evidence and found that it was clear that ITAC considered all proposed considerations made by the Applicant but did not approve all proposals. This did not amount to an irregularity or material mistake by ITAC. The court also found that there was no evidence that ITAC's action was procedurally unfair, materially influenced by error of law, considering irrelevant consideration or ignoring relevant considerations. The judgement gave the assurance that ITAC's interpretation and application of the Anti-Dumping Regulations were correct. The judgement was also significant because it endorsed legal precedent that ITAC's work is inherently technical and requires specialist expertise and therefore, such work is entrusted to a specialised institution. The court pronounced that ITAC is a specialised institution vested with a discretion when considering and calculating anti-dumping duties, therefore the court will be reluctant to intervene and replace ITAC's consideration of the criteria merely because the Applicant complains that ITAC was wrong.

Additional issues that the court pronounced on was a view that even if ITAC's decision was not reviewable, the Minister's decision could still be reviewed. The court determined that the Minister's decision will stand or fall by the outcome of the review of the decision and recommendations of ITAC. Another issue was the Applicant's attempt to change its case; the court highlighted that a party has to formulate its case in its founding affidavit and cannot attempt to change its case in its replying affidavit. Lastly, the court found that even if there was an error (for example, in a calculation) the materiality of that mistake must be considered to warrant a review of ITAC's recommendations and the subsequent decisions of the Ministers.

3.2. ASSOCIATION OF MEAT IMPORTERS AND EXPORTERS (AMIE) v ITAC, THE MINISTER OF TRADE INDUSTRY AND COMPETITION, SARS, THE MINISTER OF FINANCE and SOUTH AFRICAN POULTRY ASSOCIATION (SAPA) (Case No: 9233/2022)

Following the High Court judgement handed down on 12 October 2023, the matter proceeded on appeal to the Supreme Court of Appeal. The appeal concerned the High Court's ruling which reviewed and set aside the Minister of Finance's decision to amend of Schedule 2 to the Customs and Excise Act, while declining to review ITAC's recommendation and the decision of the Minister of Trade, Industry and Competition ("the Minister"). The appellants contended that the High Court erred in law by implying that the Minister of Finance's role is an independent and final decision-making stage requiring an additional public participation process not provided for in the applicable legislative framework, and by misinterpreting the integrated, multi-stage decision-making framework governing anti-dumping measures. The appeal raised issues concerning the proper interpretation of the International Trade Administration Act, the Anti-Dumping Regulations, the Customs and Excise Act, and the lawfulness of the process followed after ITAC's recommendation.

The appeal was heard by the Supreme Court of Appeals ("SCA") on 18 August 2025, and judgement was handed down on 18 November 2025. The SCA upheld the appeals of ITAC, the Minister and the South African Poultry Association. The SCA set aside the High Court judgement in its entirety and dismissed the AMIE's cross-appeal with costs. The SCA confirmed the lawfulness of ITAC's sunset review process, its recommendation to maintain the anti-dumping duties, and the subsequent decisions taken by the Minister and the Minister of Finance. The judgement clarified that the Minister of Finance's role in amending Schedule 2 to the Customs and Excise Act does not introduce an additional public participation process beyond that provided for in the applicable legislative framework, and reaffirmed ITAC's authority and discretion in conducting sunset reviews. Following the SCA judgement, the AMIE lodged an application for leave to appeal to the Constitutional Court. ITAC, the Minister and SAPA have opposed the application. At present, the application is pending a ruling, and the judgement by the SCA remains binding and operative.

PART B: STRATEGIC FOCUS

4. SITUATIONAL ANALYSIS

4.1. Institutional Capacity, Financial Sustainability and Corporate Environment

ITAC operates in a constrained fiscal environment, with revenue growth lagging behind rising operational costs, placing sustained pressure on service delivery capacity. Despite these constraints, the Commission has maintained financial stability and is actively pursuing measures to enhance long-term financial sustainability, institutional resilience, and governance effectiveness.

Financial Sustainability and Resource Constraints

ITAC's revenue is primarily derived from government transfers, with approximately 80 per cent allocated to employee-related costs, reflecting the labour-intensive nature of its mandate. Over recent financial years, growth in the baseline revenue allocation has been significantly outpaced by increases in operational expenditure, including cost-of-living adjustments and rising prices for goods and services. This mismatch has resulted in sustained financial pressure and tightening fiscal space.

Total expenditure is projected to decrease at an average annual rate of 3.2 per cent over the medium term, necessitating the implementation of stringent cost-containment measures to manage liquidity risks while safeguarding core service delivery. These measures have adversely affected key enabling functions, particularly the filling of critical vacancies, investment in ICT systems, and the availability of travel and subsistence resources. As ITAC's core investigative and enforcement functions are inherently field-based, existing resource constraints materially undermine its operational effectiveness and mandate execution.

Notwithstanding these constraints, ITAC has successfully maintained a positive net asset position over recent years. Furthermore, measures to introduce own-revenue streams have been identified and, once approved and implemented, are expected to strengthen the Commission's financial position and enhance long-term sustainability.

Human Resource Capacity

ITAC has an approved organisational establishment of 130 posts, with a current headcount of 100 employees and 30 vacant positions, representing a vacancy rate of approximately 23 per cent. In addition, the organisation employs 12 contract staff. Reductions in baseline allocations over successive financial years have significantly constrained the ability to fill critical vacancies, particularly within the core business areas.

This staffing shortfall, along with a rapidly growing caseload for investigations and authorizations has resulted in elevated workloads for existing personnel and poses operational risks. As many core deliverables are time-bound and dependent on a full complement of skilled staff. Furthermore, resourcing of the Commission, in line with section 8 of Act 71 of 2002 remains a challenge. The persistently high vacancy rate therefore increases the likelihood of delays in meeting statutory and operational timelines.

Corporate Governance and Assurance

ITAC has established and maintained a robust corporate governance framework, supported by formal systems, policies, and oversight structures. These include the Commission, Audit Committee, Risk Management Committee, ICT Steering Committee, Executive Committee (EXCO), Management Committee (MANCO), and various human-resource governance structures. Collectively, these structures provide assurance over governance practices and the effectiveness of internal controls.

Risk management processes are actively implemented, including ongoing monitoring and initiatives to strengthen business continuity management. Internal Audit operates in accordance with an Audit Committee-approved plan, with a focus on financial management, performance against predetermined objectives, and core business activities. However, the Internal Audit and Compliance Management functions currently operate with limited capacity, which constrains the internal assurance capability within the organization. A review of the organisational structure is underway, wherein co-sourcing arrangements (or similar alternatives) are under consideration to strengthen this function and ensure adequate oversight and compliance going forward.

Information and Communications Technology (ICT)

The ICT function is a critical enabler of ITAC's mandate, providing the digital infrastructure and systems necessary to administer trade instruments effectively. ITAC operates in a regulatory space that is constantly evolving; as such, the complexity and scale of its work continue to grow. To deliver credible and efficient value to its stakeholders in this environment, ITAC is increasingly dependent on the strength of its digital systems, its data capabilities, and its cybersecurity resilience. As ITAC advances in its digital transformation journey, it becomes more susceptible to cyber-related risks in the same proportion. To address this, the Commission is proactively strengthening internal capacity in these specialised areas, implementing robust IT solutions, and reinforcing business continuity efforts to ensure that systems remain resilient.

4.2. External Environmental Analysis

As a small, open market economy, South Africa's economic success is intimately linked to the terms of its integration into global value chains (GVCs) and the effectiveness of its trade policies and instruments. These serve as crucial drivers for enhancing domestic competitiveness, attracting investment, and fostering meaningful global economic partnerships. A conjunctural analysis is crucial to consider key shifts and ruptures and, in some instances, and strategic 'continuities' that influence the operating environment within which the ITAC and its related institutions undertake its work. This section provides an overview of ITAC's analysis of its internal and external environments, which guided the development of this strategic plan.

4.2.1. Geopolitics and Global Trade

The global trading system is undergoing a structural shift toward a more fragmented and strategically contested environment, characterised by the increased use of unilateral tariff measures, trade remedies, and industrial subsidies by major economies. This has weakened the predictability of the rules-based system and intensified trade diversion effects, particularly in sectors with persistent global overcapacity. As a result, smaller open economies such as South Africa face rising exposure to injurious import surges and price distortions, necessitating more active and responsive trade policy intervention.

These geopolitical shifts are increasingly reflected in South Africa's trade profile. While exports remain relatively diversified across regions, with Africa recording R559 billion, Europe R520 billion, and Asia R609 billion, imports are heavily concentrated in Asia at approximately R992 billion, indicating a structural dependence on external manufacturing hubs. At the global level, South Africa's export share remains marginal at approximately 0.46% in 2024, significantly below major economies such as China at 14.9%, the United States at 8.6%, and Germany at 7.0%. This combination of high import penetration and limited global export share highlights South Africa's structural competitiveness constraints and increased vulnerability to global trade shocks.

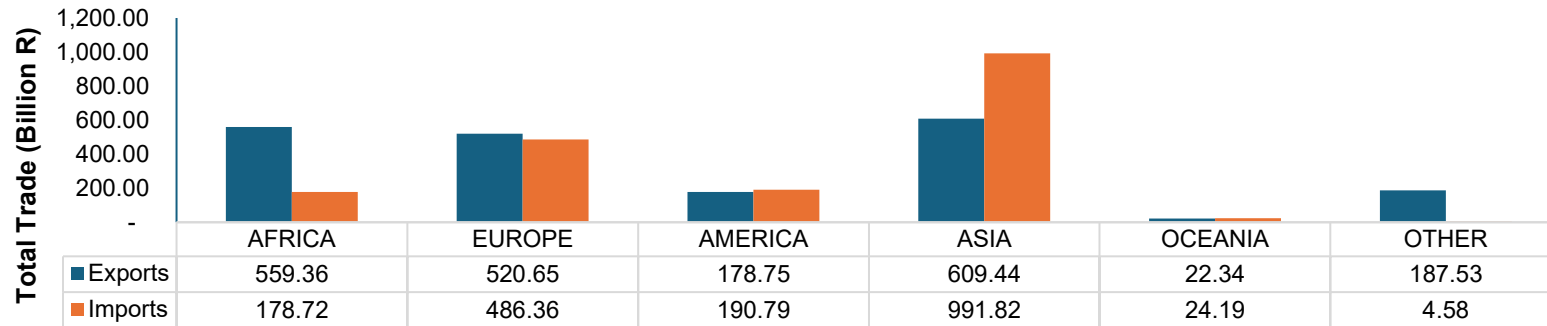
In response to these dynamics, ITAC's trade remedy instruments are being applied to defend domestic industry against unfair trade practices and import surges, with performance measured through the finalisation of preliminary determinations within 8 months and final determinations within 14 months. In addition, the Commission's ability to self-initiate investigations in vulnerable sectors provides a proactive mechanism to respond to trade diversion arising from geopolitical fragmentation and global overcapacity.

At the same time, tariff amendment investigations are utilised to improve the effective rate of protection and support domestic production, with a focus on the timely finalisation of tariff increase and rebate investigations, as reflected in the APP output indicators. These measures are complemented by the accelerated administration of rebate and drawback provisions, including the issuance of permits within 14 working days, thereby alleviating input cost pressures for downstream and export-oriented firms, enhancing competitiveness, and enabling greater participation in global value chains.

Given the structural dependence on imported inputs alongside the need to deepen local value addition, ITAC's export control measures play a critical role in securing domestic access to strategic resources. This is operationalised through the growth in the share of scrap metal redirected to local industry as a proportion of export permit applications, supporting beneficiation and strengthening downstream manufacturing capacity.

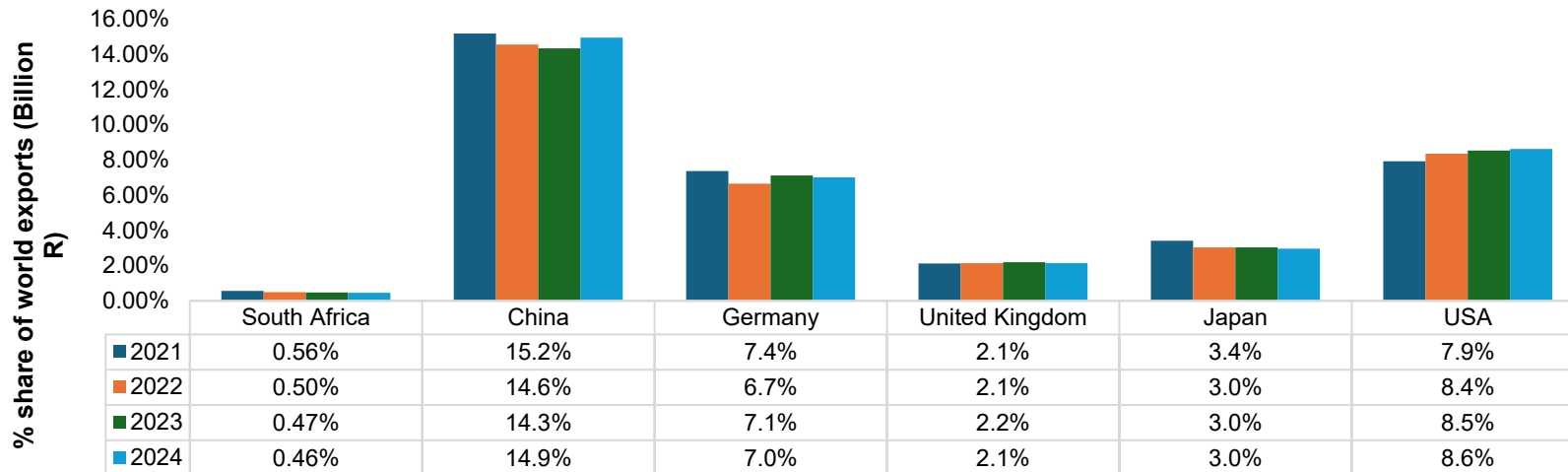
Collectively, these instruments are aligned to measurable industrial outcomes, including the number of jobs supported through tariff amendments, rebates and APDP instruments, as well as the increase in new jobs committed to by firms benefiting from trade support. Through this integrated, indicator-driven approach, ITAC is directly addressing the structural imbalances reflected in South Africa's trade profile by mitigating import penetration, strengthening domestic production capacity, and supporting the expansion of the country's export base in an increasingly uncertain global trading environment.

SA World Trade - 2025 (Million R)



Source: ITAC based on SARS and Trade Map, 2026

Share of World Exports: SA Vs. Top 5 Export Partners



Source: ITAC based on SARS and Trade Map, 2026

4.2.2. Regional Overview

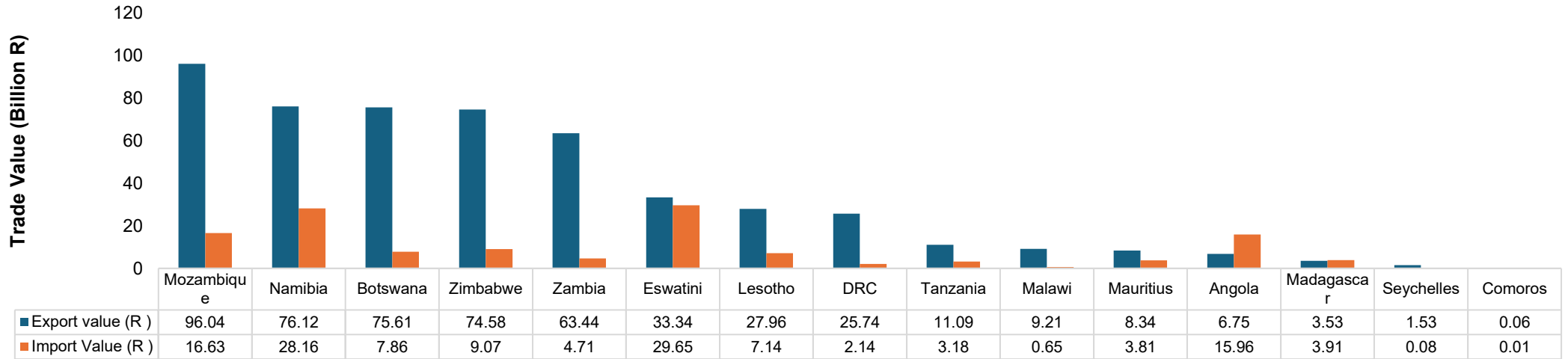
South Africa's total trade with Africa is valued at approximately R380,64 billion and continues to expand as regional integration advances under the African Continental Free Trade Area (AfCFTA). The continent has become South Africa's largest agricultural export market, absorbing around 53% of agricultural exports, reflecting deepening regional value chains and rising intra-African demand.

To support industrialisation and export-led growth, South Africa has strengthened institutional engagement through accession to the African Export-Import Bank, providing access to a country programme of up to R150 billion to support manufacturing and trade finance. Within this context, and through the APP output indicators, ITAC prioritises the timely finalisation of tariff investigations, the efficient administration of rebate and drawback provisions, and the issuance of permits within 14 working days. These measures are aimed at facilitating regional trade flows, reducing input costs, and enabling domestic firms to expand production and exports into African markets.

Within the Southern African Development Community (SADC), South Africa continues to record a strong trade surplus with its five largest regional partners, which account for 76% of exports to the region and 48% of imports. Mozambique remains the largest export destination, supported by corridor development and energy demand, while Namibia is the leading source of imports, reflecting the depth of customs union integration. This trade profile confirms South Africa's role as a regional manufacturing hub, particularly in higher value-added sectors such as automotive production and mineral beneficiation.

In this regard, ITAC's administration of tariff measures and export controls contributes to the deepening of regional value chains and the advancement of localisation within SACU. In the automotive sector, the Automotive Production and Development Programme (APDP) incorporates provisions on standard material eligibility, which allow qualifying inputs, including platinum group metals and other designated materials sourced within the SACU region, to be treated as local content toward the 25% value addition requirement. This supports the participation of regional material producers in automotive value chains, strengthens upstream mineral beneficiation, and enables SACU-based firms to also expand their component's regional and global production reach.

SA Trade with SADC - 2025 (Billion R)



Source: ITAC based on SARS and Trade Map, 2026

4.2.3. Domestic Overview

Industrial conditions reflect growing pressure on domestic manufacturing capacity, driven by rising import penetration, infrastructure and logistics constraints, exchange rate dynamics, and elevated input costs across key value chains. In particular, periods of Rand strength, while moderating imported input costs, reduce the landed price of finished goods and intensify import competition, placing additional pressure on domestic producers in price-sensitive sectors. Manufacturing production declined from an index level of 93.7 to 92.1, while total sales remained relatively resilient, increasing from R3 401 billion to R3 497 billion before easing slightly to R3 476 billion. Capacity utilisation remained broadly stable at 78% in 2023 and 2024, declining marginally to 77% in 2025. This divergence between sustained demand and weakening production indicates underutilised capacity and suggests that domestic firms are increasingly losing market share to imports.

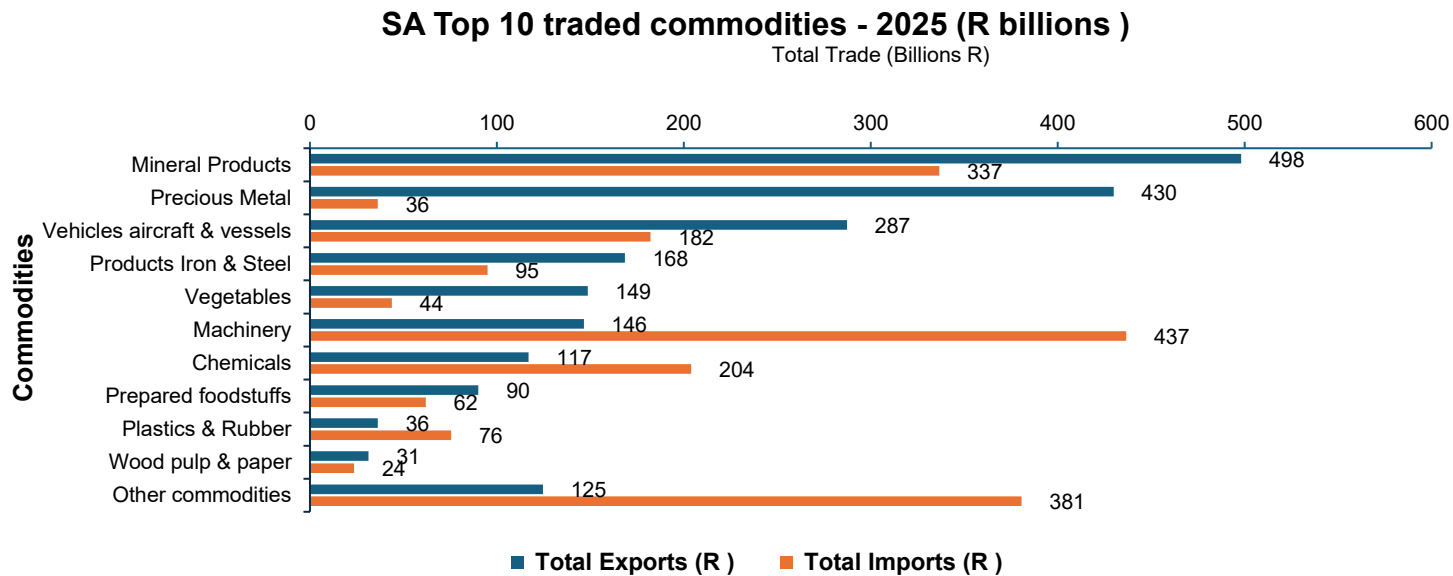
Commodity trade patterns reinforce these structural pressures. South Africa exported approximately R498 billion in mineral products and R430 billion in precious metals, compared to imports of R336 billion and R36 billion respectively, confirming strong performance in resource-based sectors. However, this is offset by a significant trade deficit in machinery and capital goods, where imports of R437 billion far exceed exports of R146 billion, highlighting continued dependence on imported intermediate and capital inputs critical for industrial production.

These dynamics point to a constrained domestic supply response and the need for targeted trade interventions. ITAC's tariff framework supports industrial adjustment through the finalisation of tariff increase investigations aimed at improving the effective rate of protection, particularly in sectors experiencing

import penetration. At the same time, cost competitiveness is supported through the finalisation of rebate investigations within 6 months, enabling firms reliant on imported inputs to access these at world prices and sustain production.

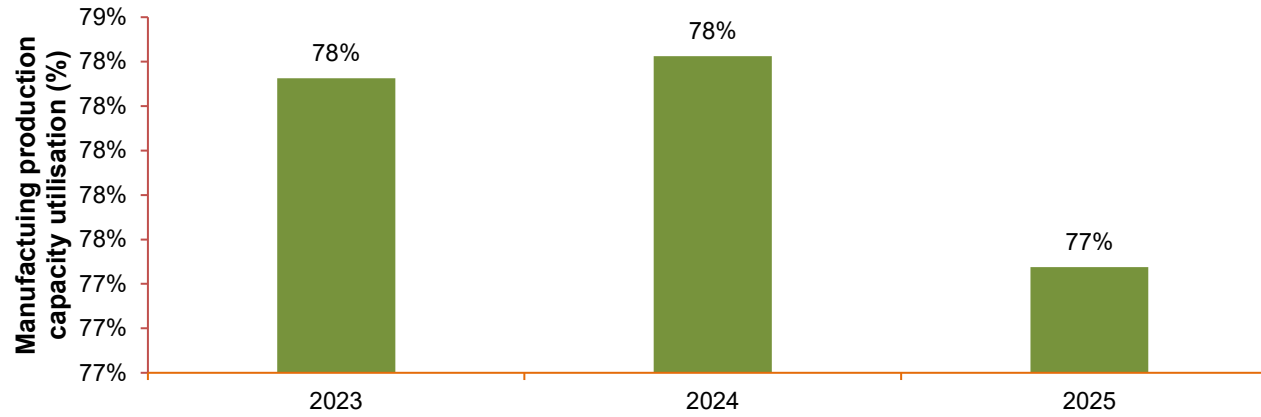
To improve responsiveness to changing market conditions, the Commission is strengthening technical advisory outputs to the executive authority on amendments to import and export control measures, including the drafting of action notes and memoranda in line with Section 6 of the ITA Act. In parallel, the digitisation and automation of permit authorisation systems is being advanced to reduce administrative delays, improve turnaround times, and enhance the efficiency of trade administration.

Additionally, recognising the trade-offs between industrial protection and cost pressures, ITAC has strengthened its analytical framework through the increase in Commission determinations that incorporate distributional impact assessments, ensuring that tariff decisions are balanced and responsive to both producer and consumer interests.



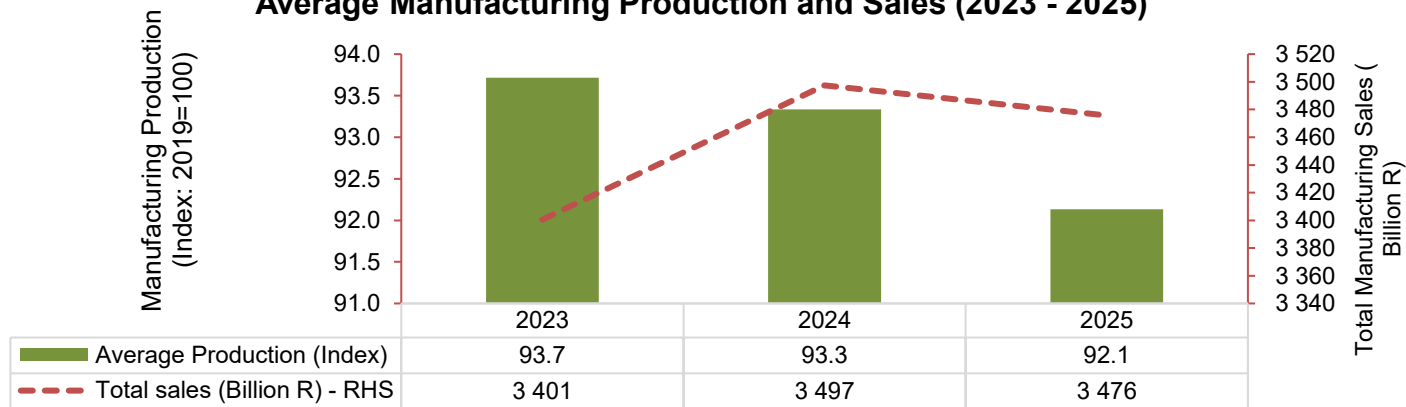
Source: ITAC based on SARS data, 2026

Average Annual Capacity utilisation: Manufacturing (%)



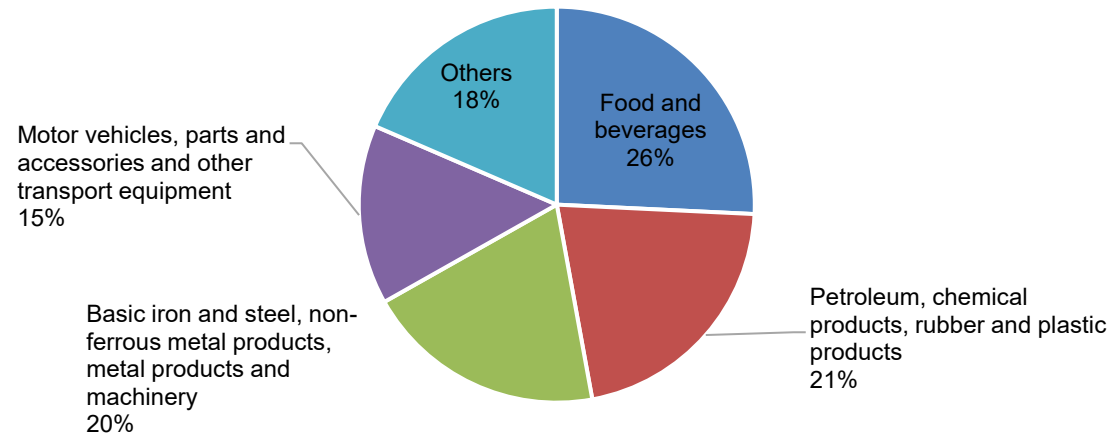
Source: ITAC using Statistics SA, 2026

Average Manufacturing Production and Sales (2023 - 2025)



Source: ITAC using Statistics SA, 2026

% share of Total Manufacturing sales by industry in 2025 (R)



Source: ITAC using Statistics SA, 2026

4.3. Analysis of the Internal Environment

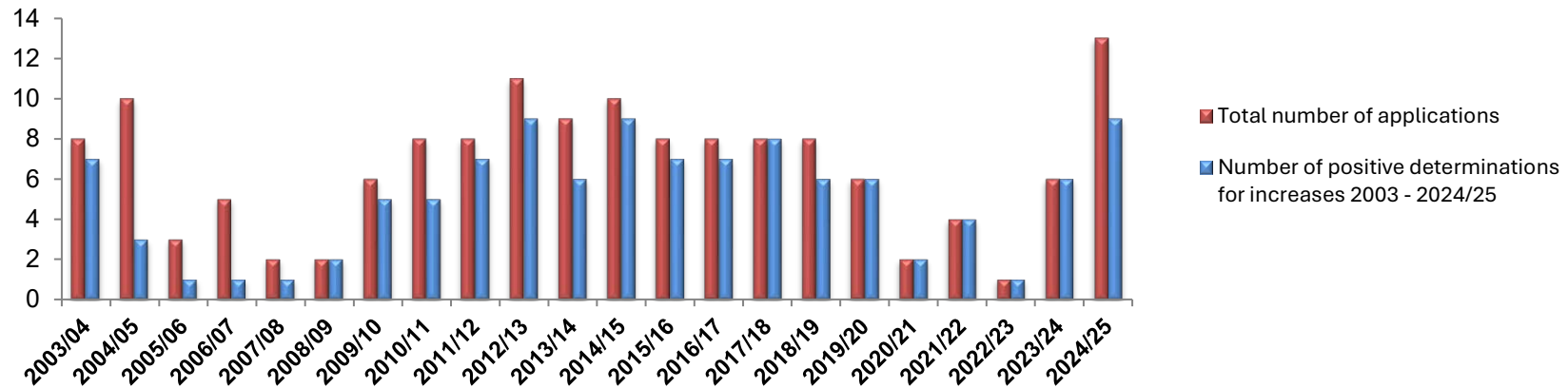
The core functions of ITAC are to conduct customs duty amendment investigations, trade remedy investigations, and import and export control. These core functions are summarised below as part of the internal environment analysis:

4.3.1 Tariff Amendments

Tariffs are an instrument of industrial policy and are applied in a manner that harmonizes these trade measures to the broader economic policy mix. ITAC's tariff approach is a critical feature of South Africa's industrial policy, which aims to enable favourable terms of access to the domestic market for local firms. There are three types of tariff amendments, which are administered by the Tariff Investigations Unit. These comprise investigations of increases in ordinary customs duties; reductions in ordinary customs duties; and the creation of rebate and drawback provisions. Sectors include but are not limited to: Agriculture & Agro-processing; Chemicals and plastics; Textiles and Clothing; Leather, Footwear and pharmaceuticals; Automotive; Metals and Machinery; Electronics, White goods, Green products, amongst others. The Commission also administers various kinds of rebate and drawback provisions falling under Schedules 3, 4, and 5 of the Customs and Excise Act, of 1964. This administration is done by issuing permits and certificates in accordance with the Customs and Excise Act, of 1964, and setting guidelines for a variety of industrial sectors to clear imported goods free of duty.

The international economic environment remains characterised by geopolitical fragmentation, uneven recovery, elevated energy costs and accelerating climate transition pressures. These factors have reinforced protectionist tendencies and a greater use of industrial policy instruments across major economies. In particular, structural overcapacity in sectors such as steel, glass, renewable energy technologies, battery storage and electric vehicles largely emanating from Asia, presents growing industrial competitiveness risks for South Africa and the broader African region. The influx of highly competitive products (and those from global product markets experiencing 'chronic' overcapacity) in these sectors has the potential to undermine domestic manufacturing capacity and constrain regional industrial development. South Africa's response is reflected in the increasing number of tariff increase applications received by the Commission, as illustrated in the table below, signalling greater reliance on trade instruments to address import competition and safeguard domestic industries.

TREND ANALYSIS OF TARIFF INCREASES FOR THE PERIOD 2003/04 - 2024/25



Furthermore, ITAC has observed a notable increase in the number of tariff and sectoral reviews conducted across industries such as steel, renewable energy, and footwear, among others. Regarding the steel sector, reviews were undertaken in response to persistent global steel overcapacity, the proliferation of protectionist trade measures by several countries, and the resulting trade diversion effects. South Africa's steel value chains are currently facing significant sustainability challenges, which are negatively affecting broader socio-economic objectives. These challenges are compounded by persistent domestic constraints, including slow economic growth, subdued demand, energy supply disruptions, and freight logistics inefficiencies.

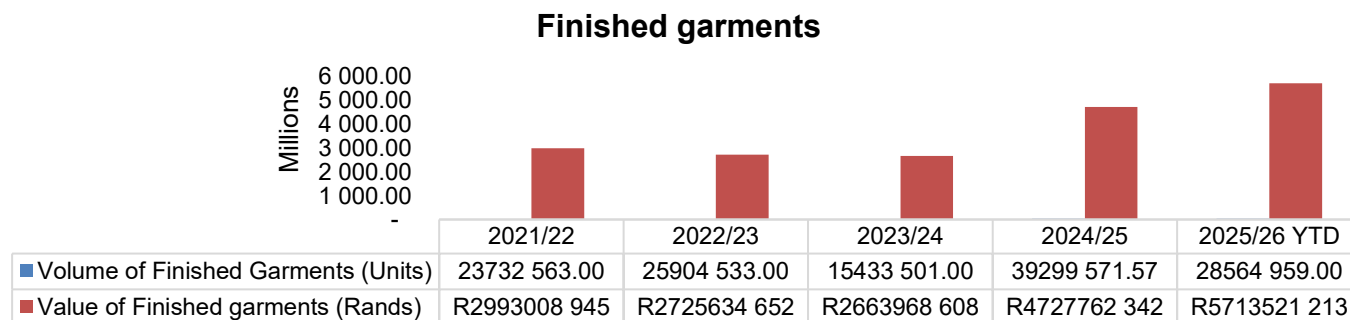
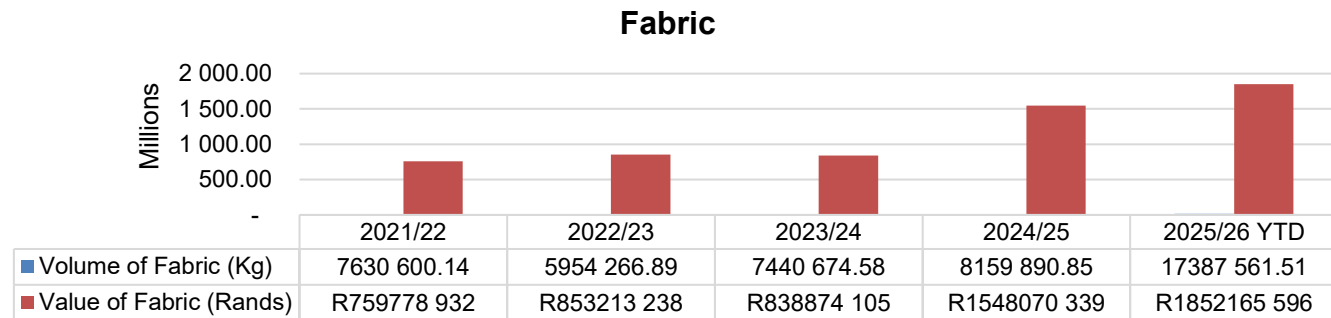
While various interventions are being implemented through the Steel and Metal Fabrication Masterplan, additional trade policy instruments may be required to further support industrialisation objectives and socio-economic goals. These measures would aim to strengthen domestic downstream steel production capabilities, safeguard employment, and enhance sectoral competitiveness. In the renewable energy sector, considerations informing the review included global decarbonisation commitments, which present opportunities for South Africa to develop a strong local supply base for renewable energy components, finished products, battery storage units, and green consumer goods. South Africa's domestic demand trajectory, raw material endowment, technological capabilities, and manufacturing experience position the country favourably to participate more actively in regional and global value chains. The primary objective of the review is to stimulate both demand for and supply-side competitiveness of locally manufactured renewable energy products and components, enable export market expansion, and enhance the overall competitiveness of the domestic renewable energy value chain.

The global automotive industry is undergoing a significant structural transition driven by climate change imperatives, evolving regulatory frameworks, and increasing consumer demand for low- and zero-emission vehicles. In this context, ITAC reviewed the Automotive Production and Development Programme (APDP) legislative framework to provide for the inclusion and support of electric vehicles within the domestic policy regime. At the same time, the domestic automotive industry is experiencing an influx of vehicle imports, particularly from India and China. Under the second apex Retail-Clothing,

Textile, Footwear and Leather (R-CTFL) Masterplan, various initiatives were supported to increase local output across the textile and clothing value chain. This resulted in a substantial number of Third Schedule rebate provisions being issued to support domestic production. To this effect, ITAC is actively assessing and applying appropriate existing tariff instruments, within its legislative mandate, to support local manufacturers that have made substantial investments in domestic production capacity and to safeguard the sustainability of the domestic automotive industry

Tariff amendments have a direct impact on production, employment, and investment, and are therefore conditional in nature. Firms applying for tariff adjustments are required to commit to measurable performance obligations aligned with Government’s policy objectives. These include plans to improve competitiveness, increase production and investment levels, apply price discipline where appropriate, promote inclusivity, and support employment creation and retention.

In addition, extensive engagements were undertaken with affected industries to mitigate potential job losses arising from section 189 retrenchment notices issued by vulnerable firms, including Mpact, ArcelorMittal South Africa (AMSA), Goodyear, and others.



Source: ITAC, 2026

4.3.2 Trade Remedies

ITAC administers three primary trade remedy instruments, namely anti-dumping, countervailing, and safeguard measures, in line with the objects of the ITA Act. These instruments support economic growth and industrial development by addressing unfair trade practices and, where necessary, protecting against unforeseen surges in imports that cause or threaten serious injury to domestic producers in South Africa and the SACU.

Anti-dumping measures remain the most frequently used trade remedy instrument, both globally and domestically. However, there has been an increase in the safeguard applications. Between 1995 and June 2025, the Commission initiated more than ten safeguard investigations. Recent safeguard actions include an investigation into hot-rolled steel products, with measures imposed in May 2025. ITAC has also implemented safeguard measures under trade agreements, including on frozen chicken portions under the TDCA/EPA.

ITAC is broadening the scope of its trade remedy instruments by considering the potential use of quantitative restrictions (quotas) in safeguard investigations in response to structural imbalances in global steel production, rising trade diversion effects, and increased resort to reciprocal tariff measures by major trading economies. These developments have contributed to a noticeable rise in safeguard applications, particularly in steel-related products, reflecting the heightened vulnerability of domestic producers to international price distortions and shifting trade flows. Recognising the administrative and operational complexities associated with implementing quota-based measures, ITAC is working closely with the South African Revenue Service (SARS) to strengthen systems, processes, and enforcement mechanisms to ensure effective, transparent, and enforceable implementation.

ITAC has also observed an increase in anti-circumvention cases involving practices such as false declarations, misclassification, and country hopping, affecting sectors including tyres, windscreens, and laminated glass. In response, the Commission is strengthening cooperation with SARS and industry associations and introducing data-driven, technology-based tools, including artificial intelligence-based monitoring systems, to detect trade flow anomalies at an early stage and in real time, enabling swift action through self-initiated investigations.

The implementation of the African Continental Free Trade Area (AfCFTA) presents new market opportunities but also poses the risk of import surges from other African countries, potentially threatening the viability of domestic industries. Shifting regional trade patterns and increased foreign investment in Africa, particularly in Southern Africa, to exploit opportunities arising from the AfCFTA have also led to trade remedy investigations involving SADC partners, including Tanzania, Mozambique, Zambia, and Zimbabwe. An anti-dumping investigation into active yeast from Zimbabwe resulted in a price undertaking agreement rather than imposing anti-dumping duties, marking the first time such an approach was taken. Building from this experience, the Commission is now developing a model text or framework to guide future price undertaking agreements, enhancing predictability and transparency. Something that never happened before. This underscores the need for continuous monitoring of regional trade flow and early identification of distortions.

These developments have led to a substantial increase in workload and presented additional challenges in conducting investigations, requiring more resources and expertise to manage and conclude these investigations effectively. Modern trade remedy cases require specialised skills, advanced analytical capacity, and appropriate investigative tools. While financial constraints limit the expansion of the permanent staff complement, ITAC has mitigated short-term capacity pressures through the secondment of experienced former officials from the Department of Trade, Industry and Competition (the Dtic) for one year.

ITAC continues to strengthen its anti-dumping framework through the proposed amended Anti-Dumping Regulations, including the introduction of the “particular market situation” (PMS) provision. This provision will allow the use of alternative methodologies where domestic prices or costs in the exporting country are distorted, improving ITAC’s ability to address subsidised inputs in complex cases involving major trading partners. The Commission is also considering including a public-interest provision to ensure that the broader impact of measures on consumers and downstream industries is appropriately assessed.

ITAC will maintain a rigorous, rules-based approach to investigations and will prioritise developing guidelines and frameworks across trade remedy instruments to improve efficiency, compliance, and predictability. Given South Africa’s relatively low WTO-bound tariff rates and limited tariff policy space, trade remedies remain a critical instrument for levelling the playing field for domestic producers.

In parallel, ITAC will deepen cooperation with developing countries at the WTO, participate in the Africa Group, and support the implementation of trade remedy provisions under the AfCFTA, including through targeted capacity-building initiatives. Strengthening legal capacity and ensuring procedural and substantive compliance will remain a priority, particularly amid rising litigation risks. ITAC will continue to support South Africa and SACU in trade negotiations and dispute settlement processes.

4.3.3 Import and Export Control

Import control measures in a more globally integrated economy are limited to those allowed under the relevant WTO Agreements. Import control measures are essentially for health, safety, environmental and strategic reasons. In this regard, ITAC contributes to the green economy.

In terms of the enforcement of standards and the curbing of illegal and fraudulent trade, ITAC has positioned itself to play a more strategic role regarding import and export control measures and enforcement, collaborating with other government agencies. These actions have assumed greater importance as they now form part of the 2018 stimulus package announced by the President to boost economic growth. Mineral beneficiation has been identified as one of the areas where jobs will be created, and this will require an alignment of ITAC’s export control measures to give support to beneficiation. ITAC has strengthened its export control measures on scrap metal through the introduction on PPS to promote investment and employment opportunities in the domestic metals beneficiation and fabrication industries. This followed the policy directive by the Minister leading the then Economic Development Department aimed inter alia at addressing a crisis in the country by seeking to ensure access to affordable good quality scrap metal by foundries and other consumer industries. Notwithstanding its limitations, this system has had some positive effect on South African metal manufacturing firms since its inception on 10 May 2013. Since the periodic extensions of the PPS for the past decade, the Minister renewed the policy directive until 31 July 2027

after the initial term expired. The possibility of replacing the PPS with an export duty was explored jointly with the dtic, National Treasury and SARS and this has since been implemented. Although the export tax has been introduced, the PPS is still being used as a tool to promote investment and employment opportunities in the domestic metals beneficiation and fabrication industries.

The import and export control has been adversely affected by the impacts of fiscal consolidation on internal financial resources. In particular, the capacity to execute work has been impaired by the substantially reduced travel and subsistence budget, which is critical given that it is inherent in enforcement work, which cannot be properly executed without field work. Secondly, the shortage of vehicles and enforcement officers. It is imperative for Commission to be allocated and/or generate more resources to address these challenges.

The import and export control function has been materially constrained by the effects of fiscal consolidation on internal financial resources. The significant reduction in the travel and subsistence budget has directly limited the Commission's ability to undertake essential field-based enforcement activities, which are critical to effective regulatory oversight. In addition, shortages of operational vehicles and enforcement personnel have further weakened execution capacity. It is therefore necessary for the Commission to secure additional resources to address these operational constraints and ensure the effective discharge of its statutory mandate.

4.4 PESTEL and SWOT analysis

An integrated overview of the operational, internal and external environment and its implications for institutional capacity and performance.

PESTEL Factor	Key Developments	Institutional Implications	Performance and Indicator Responses
Political & Geopolitical	<ul style="list-style-type: none"> ▪ Intensifying global trade fragmentations; ▪ Weakening WTO disciplines. ▪ Rise in unilateral tariffs and safeguards. ▪ Trade diversification and AfCFTA. 	<ul style="list-style-type: none"> ▪ Increased demand for trade remedies measures and tariff reviews; ▪ Need for proactive trade defence measures. ▪ Greater participation in regional processes. 	<ul style="list-style-type: none"> ▪ Self-initiated investigations in vulnerable sectors to respond to trade diversion. ▪ Preliminary determinations within 8 months and final determinations within 14 months to improve responsiveness. ▪ Expand Section 6 advisory memoranda to the Minister on trade control measures.
Economic	<ul style="list-style-type: none"> ▪ Low domestic growth roving around 1% real GDP; ▪ Global overcapacity (steel, renewables, automotive components); ▪ Inflationary pressures, fiscal consolidation; ▪ Rising import penetration in selected sectors. 	<ul style="list-style-type: none"> ▪ Increased applications for tariff protection and safeguards; ▪ Heightened distributional sensitivity, therefore necessitating the need to balance producer relief with consumer and downstream impact. 	<ul style="list-style-type: none"> ▪ Increase share of tariff determinations with price spillover assessments (60%) ▪ Finalise input cost relief (rebates/drawbacks) within 6 months. ▪ Issue rebate and drawback permits within 14 working days to support competitiveness. ▪ Maintain efficiency targets on tariff investigations (75%).
Social	<ul style="list-style-type: none"> ▪ Cost of living pressure which have a facto agro-processing related products tariff adjustments; ▪ Localisation and transformation priorities. 	<ul style="list-style-type: none"> ▪ Expectation that trade instruments support job creation and retention. ▪ SMME participation and inclusive growth. 	<ul style="list-style-type: none"> ▪ Track jobs retained (100 000) and jobs created through tariff instruments. ▪ Increase B-BBEE-linked authorisations in permit processes ▪ Achieve 75% preferential procurement spend. ▪ Implement intern recruitment and retention programmes.

PESTEL Factor	Key Developments	Institutional Implications	Performance and Indicator Responses
Technological	<ul style="list-style-type: none"> ▪ Digitalisation of trade flows monitoring; ▪ AI-based trade monitoring globally; ▪ Cybersecurity risks. 	<ul style="list-style-type: none"> ▪ Need for advanced data analytics, automated permit systems and secure anomaly detection tools. 	<ul style="list-style-type: none"> ▪ At an operational level, implement digitisation and automation of permit authorisation systems. ▪ Strengthen data analytics for trade flow monitoring and anomaly detection. ▪ Advance ICT modernisation to enhance system resilience and cybersecurity.
Environmental	<ul style="list-style-type: none"> ▪ Decarbonisation and green industrial policy; ▪ Circular economy and scrap metal beneficiation and export control; ▪ Climate change induced production shocks (Carbon border adjustment measures CBAM type regimes). 	<ul style="list-style-type: none"> ▪ Expanded regulatory scope in renewable energy inputs, ▪ Recycling and export control measures; ▪ Increased need to integrate environmental and industrial policy considerations into tariff and trade remedy determinations; ▪ Greater sensitivity in agricultural tariff decisions due to climate-induced supply volatility and food security considerations. 	<ul style="list-style-type: none"> ▪ Increase self-initiated investigations in climate-affected sectors. ▪ Grow share of scrap metal diverted to domestic industry (7% to 19%). ▪ Strengthen export control enforcement on scrap and renewable inputs. ▪ Integrate environmental considerations in tariff determinations.
Legal	<ul style="list-style-type: none"> ▪ Rising litigation; ▪ Jurisprudence affirming ITAC's discretion; ▪ Reform of anti-dumping and countervailing regulations 	<ul style="list-style-type: none"> ▪ Greater need for defensible methodologies and procedural compliance. 	<ul style="list-style-type: none"> ▪ At an operational level, ensure compliance with statutory timelines (8 and 14 months). ▪ Strengthen internal quality assurance (EXCO review processes). ▪ Implement regulatory reforms to reduce red tape. ▪ Improve documentation, record-keeping and economic modelling standards.

SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> ▪ Strong legislative and institutional mandate enabling administration of tariffs, trade remedies and controls in line with domestic law and WTO obligations. ▪ Established technical expertise and improving data-driven capability, including distributional impact modelling and defensible investigations. ▪ Comprehensive trade policy toolkit, including tariff amendments, anti-dumping, safeguards and export control instruments. ▪ Growing regional and strategic role in SACU, SADC and AfCFTA processes. ▪ Strengthening legal credibility, supported by favourable jurisprudence and improved internal processes. 	<ul style="list-style-type: none"> ▪ Fiscal constraints and funding model limitations, with high reliance on transfers and limited capital expenditure flexibility. ▪ High vacancy rate (23%) and capacity constraints, affecting turnaround times and increasing workload pressures. ▪ Enforcement limitations, including constrained fieldwork capacity and resource gaps (vehicles, inspections). ▪ ICT systems still under modernisation, with legacy constraints and cybersecurity exposure. ▪ Limited trade policy space, including WTO-bound tariff ceilings and dependence on reactive applications. 	<ol style="list-style-type: none"> 1. Deepening proactive trade defence capacity in response to global fragmentation and trade diversion. <ul style="list-style-type: none"> ▪ Scale up self-initiated investigations in vulnerable sectors to anticipate injury rather than react. ▪ Improve responsiveness through 8-month preliminary and 14-month final determination timelines. ▪ Enhancing industrial competitiveness and export capability through targeted tariff and rebate instruments. ▪ Accelerate input cost relief measures (finalised within 6 months) to support downstream production. ▪ Ensure rebate and drawback permits issued within 14 days to sustain export competitiveness. 	<ul style="list-style-type: none"> ▪ Rising global protectionism and import surges (steel, renewables, autos). ▪ Weak domestic growth and rising import penetration. ▪ Cost-of-living pressures constraining tariff policy space. ▪ Operationally, cybersecurity and data integrity risks in a digitalising environment. ▪ Climate shocks and carbon-related trade measures (e.g. CBAM). ▪ Rising litigation and procedural scrutiny.

SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
		<ol style="list-style-type: none">2. Advancing inclusive growth and transformation through trade instruments.<ul style="list-style-type: none">▪ Track and enforce jobs retained ($\pm 100\ 000$) and jobs created through tariff support.▪ Expand B-BBEE-linked authorisations and $\geq 75\%$ preferential procurement.3. Digital transformation and data-driven trade administration.4. Regulatory reform and institutional strengthening, strengthen section 6 advisory role to guide policy adjustments.	

PART C: MEASURING PERFORMANCE – FINANCE

5. OVERVIEW OF 2026/27 BUDGET AND MTEF ESTIMATES

	2025/26 (R 000)	2026/27 (R 000)	2027/28 (R 000)	2028/29 (R 000)	Average growth rate %	Expenditure/ Total Average %
Consolidated budget						
Revenue	150 427	127 185	132 273	136 696	-3.1	100
Dtic transfers	146 878	122 855	127 758	131 728	-3.6	96.8
Interest received	3 440	4 216	4 396	4 844	11.9	3.1
Other income	109	114	119	124	4.2	0.1
Expenditure	150 427	127 185	132 273	136 696	-3.1	100
Customs Tariff investigations	35 418	34 227	35 836	37 445	1.9	26.2
Trade Remedies	22 770	21 623	22 639	23 655	1.3	16.6
Import and Export control	22 047	20 727	21 701	22 676	0.9	16.1
Administration	70 192	50 608	52 097	52 920	-9.0	41.1

5.1. Expenditure Estimates for Programmes and Sub-programmes

	2025/26 (R 000)	2026/27 (R 000)	2027/28 (R 000)	2028/29 (R 000)
Customs Tariffs Investigations	35 418	34 227	35 836	37 445
Customs Tariff Increase Investigations	15 938	15 402	16 126	16 850
Customs Tariff Rebate Investigations	7 084	6 845	7 167	7 489
Customs Duty Rebate and Drawback permits	1 771	1 711	1 792	1 872
Automotive Production Development Programme	10 625	10 269	10 751	11 234

	2025/26 (R 000)	2025/26 (R 000)	2026/27 (R 000)	2027/28 (R 000)
Trade Remedies Investigations	22 770	21 623	22 639	23 655
Trade Remedies Investigations	22 770	21 623	22 639	23 655

	2025/26 (R 000)	2026/27 (R 000)	2027/28 (R 000)	2028/29 (R 000)
Import and Export Control	22 047	20 727	21 701	22 676
Import Control Permits	5 512	5 182	5 425	5 669
Export Control Permits	5 512	5 182	5 425	5 669
Number of Inspections conducted	11 023	10 363	10 851	11 338

	2025/26 (R 000)	2026/27 (R 000)	2027/28 (R 000)	2028/29 (R 000)
Administration	70 192	50 608	52 097	52 920
Support services	70 192	50 608	52 097	52 920

6. ITAC's Programme Performance Information

6.1. Customs Tariffs Investigations

Purpose: The purpose of tariff amendment investigations is to support domestic industries, by ensuring a level playing field with imports, and to increase competitiveness. The intended result is job creation and retention, increased production output, localisation, transformation, regional integration, and investment levels. Tariff amendment investigations are conducted in accordance with domestic legislation and policy and consistent with World Trade Organisation (WTO) rules.

6.1.1 Sub-Programmes: Improve the terms on which firms can either access domestic demand or alleviate unnecessary raw material cost pressures through timeous implementation of relevant trade measures

6.1.1.1 Final investigations on applications where the effective rate of protection is considered

Purpose: An increase in the rate of customs duties is considered for the purpose of granting relief for domestic producers that may be experiencing injurious import pressures to adjust and restructure so that in the medium to long term they could become internationally competitive, thus improving the industry's effective rate of protection. Tariff increases are made possible by the fact that there is a difference between the generally applied rates and the WTO-bound rates. The WTO-bound rates act as a ceiling beyond which customs duty increases cannot go.

6.1.1.2 Final determinations on investigations on input cost alleviating measures made within 6 months

Purpose: Linked to customs duties as a trade policy instrument are duty rebate and drawback provisions for products for which detailed separate tariff lines are impracticable for tariff administration purposes. The primary aim of these provisions is to provide a customs duty waiver and therefore an availability at world competitive prices of products that attract duties but are not produced or insufficiently produced domestically as an industrial or agricultural input for certain critical applications, as a capital item, or as an agricultural product for consumption.

6.1.2 Sub-Programmes: Reduce duty burden on producers and exporters reliant on imported inputs

6.1.2.1 Issue Customs Duty Rebate and Drawback permits within 14 working days

Purpose: The primary aim of these provisions is to provide a customs duty waiver and therefore make available at world competitive prices products that attract duties but are not produced or insufficiently produced domestically as an industrial or agricultural input for certain critical applications, as capital item, or as an agricultural product for consumption. Industry may also apply for a rebate or refund of duty on inputs used in goods destined for the export market. The rebate or refund of the duty levied on inputs used in exports is a WTO-permissible incentive for

allowing manufacturers to source their intermediate material and component inputs at world prices. Rebates and drawbacks form a key pillar of certain industrial development programmes, such as the APDP.

6.1.3 Sub-Programmes: Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness through timeous administration of Automotive Production and Development Programme (APDP)

Purpose: To grow South African vehicle production to 1% of global output, increase local content in South African assembled vehicles to up to 60%, double total employment in the automotive value chain, improve automotive industry competitiveness levels to that of leading international competitors, to transform the South African automotive industry through the employment of Black South Africans, to upskill Black employees, to empower dealerships and authorised repair facilities, to substantially increase the contribution of Black-owned automotive component manufacturers within the automotive supply chain and to deepen value addition within South African automotive value chains.

6.1.3.1 Issue Eligible Production Certificates within 10 working days.

Purpose: To evaluate whether the automotive products forming the basis of an application qualify for eligibility in terms of the APDP2 programme in order to promote industrialisation.

6.1.3.2 Issue Company Specific Percentages within 10 working days.

Purpose: To encourage increased vehicle production volumes in the automotive sector thereby supporting industrialisation.

6.1.3.3 Issue Production Rebate Credit Certificates/Production Rebate Certificates within 30 working days.

Purpose: To promote local value-addition by final manufacturers of qualifying motor vehicles, components, and tooling in terms of the Production Incentive, which supports additional industrial output.

6.2 Defend domestic industry experiencing unfair import competition

Purpose: The main purpose of trade remedies investigations is to act against unfair trade or a surge of imports that causes or threaten to cause material injury or serious injury, respectively, to the SACU industry. These measures are imposed in order to sustain jobs, investment, and industrialization and to enhance international competitiveness.

6.2.1 Finalise preliminary determinations within 8 months of initiation of Trade Remedy Investigation

Purpose: Turnaround times of preliminary determinations made by the Commission. The investigation time frames applicable in respect of the preliminary determinations are important in order to provide protection to the SACU industry and prevent further injury whilst an investigation is finalised.

6.2.2 Conclude final determinations within 14 months of initiation of Trade Remedy Investigation

Purpose: Turnaround times of final determinations. The investigation time frames applicable in respect of these instruments are critical as they are governed not only by South African law but also by WTO Agreements.

6.2.3 Sub-Programmes: Extend effective trade protection to vulnerable product categories arising from the Commission's proactive intervention

Purpose: To protect products that are vulnerable through a process of self-initiation

6.2.3.1 Number of determinations protecting vulnerable sectors

Purpose: This indicator tracks the number of self-initiated safeguards and amendment of customs duty investigations in vulnerable sectors.

6.3 Import and Export Control

Purpose: enforce health, environmental, security and safety, and technical standards that arise from domestic laws and international agreements.

6.3.1 Sub-Programmes: Grow the share of good quality scrap otherwise destined for export, channelled for local consumption by local foundries and mills.

6.3.1.1 Grow the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests.

Purpose: The indicator displays the growth extent to which the share of good quality scrap otherwise destined for export, channelled for local consumption by local foundries and mills.

6.4 Modernization of administrative and operational processes to support industrialisation, transformation, and a capable state.

Purpose: In line with the joint key performance indicator on building a capable and effective state, the ITAC is undertaking a process to modernize its administrative and operational processes. This will include better gathering of data on internal processes, applications and the generation of meaningful market intelligence to inform its work.

6.4.1 Amend regulations to shorten investigative timelines red tape by 20 days

Purpose: To reduced procedural or administrative cumbersomeness, to ease the cost and complexity of doing business. To report on draft amended regulations to reduce red tape.

6.4.2 Automation of the Commission's Permit Authorisations

Purpose: To create a digital platform for the application for and issuance of authorizations, allowing for the generation of real time insights, ease of user interface with our processes and measurement of process efficiencies.

6.5 Diversify the financial resource base

Purpose: To diversify ITAC's financial resource base.

6.5.1 Implement the administrative fee system.

Purpose: To implement an administrative fee system in line with the developed regulations allowing ITAC to levy fees for its various functions, thereby diversifying ITAC's financial resource base

6.6 Transformation

Purpose: To report on ITAC's contribution to building economic inclusion and equity transformation programmes in three broad areas: firstly, addressing structural challenges to growth through active competition policies, particularly where the concentration levels in markets limit new entrants and small and medium businesses; secondly, policies that promote spatial transformation, enabling more balanced growth between rural and urban and between provinces; and thirdly, strengthening the inclusive/transformation in the quality of growth, including broadening ownership and more inclusive corporate governance models.

6.6.1 Attain level 3 B-BBEE scorecard status

Purpose: To improve ITAC's B-BBEE level verification to three.

6.6.2 Percentage of preferential procurement spend

Purpose: To report on how ITAC through its annual procurement plan has leveraged public procurement to increase local production, unlock economic opportunity for target demographic groups, and contribute to structural transformation. The indicator intends to show the percentage of preferential procurement spend as a percentage of total measured procurement spend.

6.6.3 Number of interns recruited

Purpose: The indicator intends to report on the number of interns recruited (through the amendment of the policy on recruiting, targeted campus outreach programmes) aimed at facilitating pathways into the organisation for high performing undergraduate and post-graduate students in relevant fields (economics, finance, law, public administration *inter alia*). In this way, contributing to improving the employment prospects and skills of young work-seekers by facilitating their entry into the workforce through workplace-based placement of internships.

6.6.4 Percentage of interns retained

Purpose: The indicator intends to report on the percentage of interns retained (through the amendment of the policy on recruiting, targeted campus outreach programmes) aimed at facilitating pathways into the organisation for high performing undergraduate and post-graduate students in relevant fields (economics, finance, law, public administration *inter alia*). In this way, contributing to improving the employment prospects and skills of young work-seekers by facilitating their entry into the workforce through workplace-based placement of internships.

6.6.5 Grow the share of permit and authorization processes considering relevant codes of practice issued under the B-BBEE Act

6.6.5.1 Number of Authorizations considering relevant codes of practice issued under the B-BBEE Act

Purpose: The indicator intends to track the number of processes that benefit black owned enterprises in terms of new application forms. This will reveal greater insight into the spread of our operations that goes into firms owned and operated by designated firms

6.6.6 Increasing the share of policy recommendations, where distributional impact considerations have been factored into a Commission determination.

6.6.6.1 Percentage of the Commission's tariff adjustment determinations that include price spillover impact assessments.

Purpose: To analyse the economic effects of the Commission's tariff amendment recommendations, offering insights into their impact on consumers, domestic producers and potential shifts in market dynamics.

6.7 Industrialisation

Purpose: To report on ITAC's contribution to building dynamic firms through a combination of efforts in partnership with the private sector, focusing on opportunities to grow in the domestic market (through localisation-promotion policies, sector partnerships, beneficiation, promoting the green economy and fostering higher levels of investment); fostering higher levels of African economic integration through the African Continental Free Trade Area (AfCFTA) and building a wider export market for SA-products; with supply-side reforms to build competitiveness.

6.7.1 Number of jobs retained through the ITAC tariff instruments

Purpose: To retain the existing jobs through providing support against low priced imported products and/or to access input product at world competitive prices in order to compete against similar imported end products.

6.7.2 Number of new jobs enabled though the ITAC tariff instruments

Purpose: To indicate the performance of beneficiaries in terms of the reciprocal commitments that encourages job creation in order to contribute to the alleviation of unemployment.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Strategic Priorities	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited outcome			Revised Estimate	MTDP Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Strategic Priority 1: Inclusive growth and job creation	Promote Industrialisation	Extend effective trade protection to vulnerable product categories arising from the Commission's proactive intervention	Number of determinations protecting vulnerable sectors	New indicator	New indicator	New indicator	1 determination protecting vulnerable sectors	1 determination protecting vulnerable sectors	1 determination protecting vulnerable sectors	1 determination protecting vulnerable sectors
		Grow the share of good quality scrap otherwise destined for export, channelled for local consumption by local foundries and mills	Grow the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests	New Indicator	New Indicator	New Indicator	7% Growth of the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests	13% Growth of the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests	16% Growth of the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests	19% Growth of the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests
		Retention of jobs as a result of ITAC trade instruments	Number of jobs retained through the ITAC tariff instruments	New indicator	New indicator	New indicator	100 000 jobs retained through the ITAC tariff instruments	100 200 jobs retained through the ITAC tariff instruments	100 500 jobs retained through the ITAC tariff instruments	100 700 jobs retained through the ITAC tariff instruments
		Enable new jobs as a result of ITAC trade policies and instruments	Number of new jobs enabled through the ITAC tariff instruments	New indicator	New indicator	New indicator	New indicator	150 new jobs enabled through the ITAC tariff instruments	200 of new jobs enabled through the ITAC tariff instruments	250 of new jobs enabled through the ITAC tariff instruments
	Promote Transformation	Percentage of preferential procurement spend	Percentage of preferential procurement spend	New indicator	New indicator	New indicator	New indicator	80% of preferential procurement spend	85% of preferential procurement spend	90% of preferential procurement spend
		Attain level 3 B-BBEE scorecard status	Attain level 3 B-BBEE scorecard status	New indicator	New indicator	New indicator	New indicator	Level 3 B-BBEE scorecard status attained	Level 2 B-BBEE scorecard status attained	Level 1 B-BBEE scorecard status attained
		Enable viable pathways into the Commission and	Number of interns recruited	New indicator	New indicator	New Indicator	New Indicator	6 Interns recruited	2 Interns recruited	2 Interns recruited

Strategic Priorities	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited outcome			Revised Estimate	MTDP Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		trade administration work for talented and well-trained young work-seekers	Percentage of interns retained	New indicator	New indicator	New Indicator	New Indicator	Not Applicable ¹	50% of interns retained	50% of interns retained
		Grow the share of authorizations considering relevant codes of practice issued under the B-BBEE Act	Number of Authorizations considering relevant codes of practice issued under the B-BBEE Act	New Indicator	New Indicator	New Indicator	New Indicator	17 Authorizations considering relevant codes of practice issued under the B-BBEE Act	18 Authorizations considering relevant codes of practice issued under the B-BBEE Act	19 Authorizations considering relevant codes of practice issued under the B-BBEE Act
Strategic Priority 2: Reduce Poverty and tackle the high cost of living	Distributional impact assessments of trade measures that affect consumer's welfare and downstream industries	Increase the share of policy recommendations, where distributional impact considerations have been factored into a Commission determination	Percentage of the Commission's tariff adjustment determinations that include price spillover impact assessments	New indicator	New indicator	New indicator	New indicator	60% of the Commission's tariff adjustment determinations that include price spillover impact assessments	65% of the Commission's tariff adjustment determinations that include price spillover impact assessments	70% of the Commission's tariff adjustment determinations that include price spillover impact assessments
	Efficient administration of trade instruments ²	Improve the terms on which firms can either access domestic demand or alleviate unnecessary raw material cost pressures through timeous implementation of relevant trade measures	Final investigations on applications where the effective rate of protection is considered	New indicator	New indicator	New indicator	New indicator	75% of final investigations on applications where the effective rate of protection was considered	80% of final investigations on applications where the effective rate of protection was considered	85% of final investigations on applications where the effective rate of protection was considered
			Final determinations on investigations on input cost alleviating measures made within 6 months	100% of the final decisions within 6 months	75% of the final decisions within 6 months	80% of the final decisions within 6 months	80% of the final decisions within 6 months	80% of final determinations on investigations on input cost alleviating measures made within 6 months	85% of final determinations on investigations on input cost alleviating measures made within 6 months	90% of final determinations on investigations on input cost alleviating measures made within 6 months
		Reduce duty burden on producers reliant on exporters	Issue Customs Duty Rebate and Drawback permits within 14 working days	93% of the issued permits were within 14 days	85% of the issued permits were within 14 days	85% of the issued permits were within 14 days	80% of the issued permits were within 14 days	80% of the Customs Duty Rebate and Drawback permits issued	85% of the Customs Duty Rebate and Drawback permits issued	90% of the Customs Duty Rebate and Drawback permits issued

¹ Interns will be retained in the year following their internship year.

² Custom Tariffs

Strategic Priorities	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited outcome			Revised Estimate	MTDP Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Strategic Priority 3: A capable, ethical and developmental state	reliant on imported inputs							within 14 working days	within 14 working days	within 14 working days
		Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness through timeous administration of Automotive Production and Development Programme	Issue Eligible Production Certificates within 10 working days	100% of the certificates issued within 10 working days	99% of the certificates issued within 10 working days	92% of the certificates issued within 10 working days	80% of the certificates issued within 10 working days	90% of the Eligible Production Certificates issued within 10 working days	95% of the Eligible Production Certificates issued within 10 working days	100% of the Eligible Production Certificates issued within 10 working days
			Issue Company Specific Percentages within 10 working days	96% of the certificates issued within 10 working days	96% of the certificates issued within 10 working days	93% of the certificates issued within 10 working days	80% of the certificates issued within 10 working days	90% of the Company Specific Percentages issued within 10 working days	92% of the Company Specific Percentages issued within 10 working days	96% of the Company Specific Percentages issued within 10 working days
			Issue Production Rebate Credit Certificates within 30 working days	93% of the certificates issued within 30 days.	94% of the certificates issued within 30 days.	94% of the certificates issued within 30 days.	80% of the certificates issued within 30 days.	90% of the Production Rebate Credit Certificates/Production Rebate Certificates issued within 30 working days	92% of the Production Rebate Credit Certificates/Production Rebate Certificates issued within 30 working days	96% of the Production Rebate Credit Certificates/Production Rebate Certificates issued within 30 working days
	Efficient administration of trade instruments ³	Defend domestic industry experiencing unfair import competition	Finalise preliminary determinations within 8 months of initiation of Trade Remedy Investigation	New indicator	New indicator	New indicator	New indicator	70% of preliminary determinations finalised within 8 months of initiation of Trade Remedy Investigation	75% of preliminary determinations finalised within 8 months of initiation of Trade Remedy Investigation	80% of preliminary determinations finalised within 8 months of initiation of Trade Remedy Investigation
			Conclude final determinations within 14 months of initiation of Trade Remedy Investigation	New indicator	New indicator	New indicator	New indicator	60% of final determinations concluded within 14 months of initiation of Trade Remedy Investigation	65% of final determinations concluded within 14 months of initiation of Trade Remedy Investigation	70% of final determinations concluded within 14 months of initiation of Trade Remedy Investigation

³ Trade Remedies

Strategic Priorities	Outcome	Outputs	Output Indicators	Annual Targets						
				Audited outcome			Revised Estimate	MTDP Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Modernization of administrative and operational processes to support industrialisation, transformation, and a capable state	Reduce procedural or administrative cumbersome, to ease the cost and complexity of doing business	Amend regulations to shorten investigative timelines red tape by 20 days	New Indicator	New indicator	New indicator	New indicator	Amend Anti-dumping; safeguard and countervailing regulations to shorten investigative timelines red tape by 20 days	Amend Tariff regulations to shorten investigative timelines red tape by 20 days	Amend Import and Export control regulations to shorten investigative timelines red tape by 20 days
			Automation of the Commission's Permit Authorisations	New Indicator	New Indicator	New Indicator	New Indicator	Automate the Commission's Import System Permit Authorisations	Automate the Commission's APDP and Export Systems Permit Authorisations	Automate the Commission's Tariff System Permit Authorisations
		Diversify the financial resource base ⁴	Implement the administrative fee system.	New Indicator	New Indicator	New Indicator	Action note on the investigation of the viability and financial sustainability of levying prescribed fees on applicants was sent to the CC	Raise 6.9% of revenue through the levying of fees in terms of APDP	Raise additional 14.4% of revenue through the levying fees in terms of import and export permits	Raise additional 2.96% of revenue through the levying fees in terms of tariff rebates

⁴ Currently ITAC is 100% funded by National Treasury

INDICATORS, ANNUAL and QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of determinations protecting vulnerable sector	1 determination protecting a vulnerable sector	Consultations with interested parties finalised	Investigated initiated	Investigation finalised	Investigation Report finalised
Grow the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests	13% Growth of the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests	13% Growth of the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests	13% Growth of the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests	13% Growth of the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests	13% Growth of the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests
Number of jobs retained through the ITAC tariff instruments	100 200 jobs retained through the ITAC tariff	25 050 jobs retained through the ITAC tariff	25 050 jobs retained through the ITAC tariff	25 050 jobs retained through the ITAC tariff	25 050 jobs retained through the ITAC tariff
Number of new jobs enabled through the ITAC tariff instruments	150 of new jobs enabled through the ITAC tariff instruments	Not Applicable	Not Applicable	Not Applicable	150 of new jobs enabled through the ITAC tariff instruments
Attain level 3 B-BBEE scorecard status	Level 3 B-BBEE scorecard status attained	Not Applicable	Not Applicable	Not Applicable	Level 3 B-BBEE scorecard status attained
Percentage of preferential procurement spend	80% of preferential procurement spend	Not Applicable	Not Applicable	Not Applicable	80% of preferential procurement spend
Number of interns recruited	6 interns recruited	Review the internship policy. Advertising of Internship programme	Finalisation of the recruitment process for Interns	Placement of interns in relevant business units	Report on the internship programme progress
Percentage of interns retained	50% of interns retained.	Not Applicable	Not Applicable	Not Applicable	50% of interns retained.
Number of Authorizations considering relevant codes of practice issued under the B-BBEE Act	17 of Authorizations considering relevant codes of practice issued under the B-BBEE Act	4 of Authorizations considering relevant codes of practice issued under the B-BBEE Act	5 of Authorizations considering relevant codes of practice issued under the B-BBEE Act	4 of Authorizations considering relevant codes of practice issued under the B-BBEE Act	4 of Authorizations considering relevant codes of practice issued under the B-BBEE Act
Percentage of the Commission's tariff adjustment determinations that include price spillover impact assessments	60% of the Commission's tariff adjustment determinations that include price spillover impact assessments	60% of the Commission's tariff adjustment determinations that include price spillover impact assessments	60% of the Commission's tariff adjustment determinations that include price spillover impact assessments	60% of the Commission's tariff adjustment determinations that include price spillover impact assessments	60% of the Commission's tariff adjustment determinations that include price spillover impact assessments

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Final investigations on applications where the effective rate of protection is considered	75% of final investigations on applications where the effective rate of protection was considered	75% of final investigations on applications where the effective rate of protection was considered	75% of final investigations on applications where the effective rate of protection was considered	75% of final investigations on applications where the effective rate of protection was considered	75% of final investigations on applications where the effective rate of protection was considered
Final determinations on investigations on input cost alleviating measures made within 6 months	80% of final determinations on investigations on input cost alleviating measures made within 6 months	80% of final determinations on investigations on input cost alleviating measures made within 6 months	80% of final determinations on investigations on input cost alleviating measures made within 6 months	80% of final determinations on investigations on input cost alleviating measures made within 6 months	80% of final determinations on investigations on input cost alleviating measures made within 6 months
Issue Customs Duty Rebate and Drawback permits within 14 working days	80% of the Customs Duty Rebate and Drawback permits issued within 14 working days	80% of the Customs Duty Rebate and Drawback permits issued within 14 working days	80% of the Customs Duty Rebate and Drawback permits issued within 14 working days	80% of the Customs Duty Rebate and Drawback permits issued within 14 working days	80% of the Customs Duty Rebate and Drawback permits issued within 14 working days
Issue Eligible Production Certificates within 10 working days	90% of the Eligible Production Certificates issued within 10 working days	90% of the Eligible Production Certificates issued within 10 working days	90% of the Eligible Production Certificates issued within 10 working days	90% of the Eligible Production Certificates issued within 10 working days	90% of the Eligible Production Certificates issued within 10 working days
Issue Company Specific Percentages within 10 working days	90% of the Company Specific Percentages issued within 10 working days	90% of the Company Specific Percentages issued within 10 working days	90% of the Company Specific Percentages issued within 10 working days	90% of the Company Specific Percentages issued within 10 working days	90% of the Company Specific Percentages issued within 10 working days
Issue Production Rebate Credit Certificates/Production Rebate Certificates within 30 working days	90% of the Production Rebate Credit Certificates/Production Rebate Certificates issued within 30 working days.	90% of the Production Rebate Credit Certificates/Production Rebate Certificates issued within 30 working days.	90% of the Production Rebate Credit Certificates/Production Rebate Certificates issued within 30 working days.	90% of the Production Rebate Credit Certificates/Production Rebate Certificates issued within 30 working days.	90% of the Production Rebate Credit Certificates/Production Rebate Certificates issued within 30 working days.
Finalise preliminary determinations within 8 months of initiation of Trade Remedy Investigation	70% of preliminary determinations finalised within 8 months of initiation of Trade Remedy Investigation	70% of preliminary determinations finalised within 8 months of initiation of Trade Remedy Investigation	70% of preliminary determinations finalised within 8 months of initiation of Trade Remedy Investigation	70% of preliminary determinations finalised within 8 months of initiation of Trade Remedy Investigation	70% of preliminary determinations finalised within 8 months of initiation of Trade Remedy Investigation
Conclude final determinations within 14 months of initiation of Trade Remedy Investigation	60% of final determinations concluded within 14 months of initiation of Trade Remedy Investigation	60% of final determinations concluded within 14 months of initiation of Trade Remedy Investigation	60% of final determinations concluded within 14 months of initiation of Trade Remedy Investigation	60% of final determinations concluded within 14 months of initiation of Trade Remedy Investigation	60% of final determinations concluded within 14 months of initiation of Trade Remedy Investigation
Amend regulations to reduce red tape by 20 days	Amend Anti-dumping; safeguard and countervailing regulations to shorten investigative timelines red tape by 20 days	Publication of the draft regulations in the Government gazette for public comments	Review public comments and revise the regulations taking into consideration public comments	Draft amended Anti-dumping; safeguard and countervailing regulations submitted to the DTIC for approval	Publication of the amended (final) Anti-dumping; safeguard and countervailing regulations in the Government gazette
Automation of the Commission's Permit Authorisations	Automate the Commission's Import System Authorisations	Not Applicable	Not Applicable	Not Applicable	APDP System initiation; Import and Export System Developed

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Implement the administrative fee system	Raise 6.9% of revenue through the levying of fees in terms of APDP	Not Applicable	Not Applicable	Not Applicable	Raise 6.9% of revenue through the levying of fees in terms of APDP

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

1. Number of determinations protecting vulnerable sectors

Indicator title	Number of determinations protecting vulnerable sectors
Definition	This indicator tracks the number of self-initiated safeguards and amendment of customs duty investigations in vulnerable sectors through proactive use of trade instruments. Vulnerable sectors are defined as those subject to injurious and momentary surges in imports and those where domestic producers are subject to deep price, scale and other disadvantages that render these firms vulnerable.
Source of data	Investigation reports
Method of calculation/Assessment	Quantitative, simple count.
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A; Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities • Reflect on the spatial impact area.
Reporting cycle	Annually
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Senior Manager: Trade Remedies and Tariff Investigations

2. Grow the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests

Indicator title	Grow the share (percentage) of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests
Definition	The indicator displays the growth extent to which the share of good quality scrap, otherwise destined for export, channelled for local consumption by local foundries and mills.
Source of data	The information comes from the electronic export permit system and is collected by means of reporting functions in the system by the Senior Manager.
Method of calculation/Assessment	The indicator is calculated by the Senior Manager drawing a report from the system which adds all ferrous and non-ferrous applications processed on the electronic permit system, forwarded to and accepted by the electronic SARS system. The baseline is 7% ^[2025/26] .
Assumptions	None.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A.; Target for Youth: N/A. • Target for People with Disabilities: N/A.
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A. • Reflect on the spatial impact area: N/A.
Reporting cycle	Annual.
Desired Performance	Effective administration of the PPS program.
Indicator responsibility	Senior Manager: Import and Export Control.

3. Attain level 3 B-BBEE scorecard status

Indicator title	Attain level 3 B-BBEE scorecard status
Definition	The indicator measures the level contributor of B-BBEE status.
Method of calculation/Assessment	B-BBEE Certificate issued by verification agent.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Level 3
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Level 3
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Annually
Desired Performance	Actual performance meets target
Indicator responsibility	Chief Financial Officer

4. Percentage of preferential procurement spend

Indicator title	Percentage of preferential procurement spend
Definition	The indicator intends to show the percentage of preferential procurement spend from suppliers that B-BBEE level 1-4 as a percentage of total procurement measurement spend.
Method of calculation/Assessment	Value of all procurement from empowering suppliers based on the B-BBEE procurement recognition of levels 1 to 4 as a percentage of Total Measured Procurement Spend.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Historically Disadvantaged Individuals and qualifying micro and small enterprises.
Disaggregation of Beneficiaries (where applicable)	Target for 51% Black Owned: 50%; Target for 30% Black Women: 12% Target for Youth: 5%; Target for People with Disabilities: 2%
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Annually
Desired Performance	Actual performance meets target
Indicator responsibility	Chief Financial Officer

5. Number of interns recruited

Indicator title	Number of interns recruited
Definition	To report on the number of interns recruited in order to improved employability and skills of unemployed youth, facilitating their entry into the workforce through workplace-based placement of internships. Including targeted campus outreach by the Communications unit.
Source of data	Quarterly and Annual reports on Internship intake and workplace-based placement.
Method of calculation/Assessment	Quantitative
Assumptions	The availability of budget for intake and placement of Interns. The availability of vacant positions to place qualifying Interns
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A; Target for Youth: Yes • Target for People with Disabilities: Yes
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Quarterly
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Senior Manager Human Resources

6. Percentage of interns retained

Indicator title	Percentage of interns retained
Definition	To report on the percentage of interns retained within the organization.
Source of data	HR reports on retained interns
Method of calculation/Assessment	Quantitative
Assumptions	The availability of budget for intake and placement of Interns. The availability of vacant positions to place qualifying Interns
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A; Target for Youth: Yes • Target for People with Disabilities: Yes
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Quarterly
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Senior Manager Human Resources

7. Number of Authorizations considering relevant codes of practice issued under the B-BBEE Act

Indicator title	Number of Authorizations considering relevant codes of practice issued under the B-BBEE Act
Definition	The indicator intends to gather information to establish the level of compliance with respective B-BBEE requirements. The aim is to grow the share of permit and authorization processes considering relevant codes of practice issued under the B-BBEE Act. The baseline is 1 APDP process [25/26].
Source of data	Information contained in the new EXCEL-based application forms or submission of BBEE certificate or proof of contribution to any other statutorily defined measure (such as a Transformation Fund).
Method of calculation/Assessment	Number
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired Performance	Target met
Indicator responsibility	Tariff Investigations

8. Percentage of the Commission's tariff adjustment determinations that include price spillover impact assessments.

Indicator title	Percentage of the Commission's tariff adjustment determinations that include price spillover impact assessments.
Definition	Distributional Impact assessment of trade policy decisions on different economic actors and groups, with a particular focus on effects on consumer welfare and the impact on downstream industries.
Source of data	Final Commission reports signed by the Chief Commissioner
Method of calculation/Assessment	<p>Method of Calculations: Percentage of assessment contained in Commission reports, as a share of all finalised Commission Reports in any one year.</p> <p>Analysis/Assessment: 2 main elements assessed.</p> <ul style="list-style-type: none"> ▪ Determination of subject product category for distributional impact <ul style="list-style-type: none"> - (final household products such as food items and other household via LCS data available from Stats SA; Sectoral determination – SARS BOE data, Stats SA Supply & Use Table). ▪ Price Impact Modelling <ul style="list-style-type: none"> - PE - Partial Equilibrium – distributional impact firm level data analysis [Market and Trade data, Cost price build-up, Import statistics, Industry specific da–a]. - CGE - Computable General Equilibrium – sectoral determination impact. ▪ Elasticity of demand and Supply. <p>Assessments are confined to:</p>

	<ul style="list-style-type: none"> ▪ Tariff Amendment Investigations ▪ Where the state is a buyer. ▪ Where the product falls within the Masterplans. ▪ Goods and services consumed by poor households.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Downstream Industries • Consumers and Households
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Quarterly
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Chief Economist: Economic Analysis and Trade Monitoring

9. Final investigations on applications where the effective rate of protection is considered

Indicator title	Final investigations on applications where the effective rate of protection is considered
Definition	The indicator displays the effective rate of protection for domestic firms' value addition by considering the level of tariffs on a final products and its associated intermediate inputs
Source of data	Tariff amendment submissions presented to and determinations made by the Commission.
Method of calculation/Assessment	The indicator measures the proportion of final determinations by the Commission wherein such a recommendation was considered (Customs Tariff increase).
Assumptions	This indicator assumes that all the information required and supporting documents have been submitted. Further, the indicator focus is on 'determinations' by the Commission which are recommendations to the Ministers of Finance and Trade, Industry and Competition.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Annual
Desired Performance	To provide a more accurate measure of effective rate of protection
Indicator responsibility	Senior Managers: Tariff Investigations

10. Final determinations on investigations on input cost alleviating measures made within 6 months

Indicator title	Final determinations on investigations on input cost alleviating measures made within 6 months
Definition	The indicator displays the turnaround times of finalised cost alleviating measures presented to the Commission.
Source of data	Quarterly status reports reflecting the number and turnaround timeframes of cost alleviating measures presented to the Commission (Rebates).
Method of calculation/Assessment	The indicator is calculated by counting the months taken to finalise all cost alleviating measures presented to the Commission on a quarterly basis. Date of preliminary evaluation by the Commission to date of the final determination to the Commission.
Assumptions	This indicator assumes that all the information required and supporting documents have been submitted.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A; Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Annual
Desired Performance	Efficient administration of input cost alleviating measures (Rebates)
Indicator responsibility	Senior Managers: Tariff Investigations

11. Issue Customs Duty Rebate and Drawback permits within 14 working days.

Indicator title	Issue Customs Duty Rebate and Drawback permits within 14 working days.
Definition	The indicator displays the turnaround times of finalised rebate and drawback permits to reduce input costs and increase competitiveness of industry.
Source of data	A database to record the time taken to finalise rebate and drawback permits is kept on the V-drive.
Method of calculation/Assessment	The indicator is calculated by counting the number of days taken to issue rebate and drawback permits in terms of the various rebate and drawback provisions that are administered by ITAC. The number of days calculated is the number of days between the date of receipt of a complete application or the date when additional information has been correctly submitted by the applicant.
Assumptions	This indicator assumes that all the information required and supporting documents have been submitted.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A; Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Annual
Desired Performance	Efficient administration of customs tariffs rebate and drawback permits
Indicator responsibility	Senior Managers: Tariff Investigations

12. Issue Eligible Production Certificates within 10 working days

Indicator title	Issue Eligible Production Certificates within 10 working days
Definition	The indicator displays the time taken to finalise EPCs issued in accordance with APDP policy, legislation and guidelines to allow eligible products to participate under the programme.
Source of data	A database to record the time taken to issue EPCs is kept on the V-drive, TWG Meeting Minutes or verification report
Method of calculation/Assessment	The indicator is calculated by counting the number of working days taken to issue EPCs from the date of the technical working group or factory visit and/or the submission of all outstanding information to the date of issuance.
Assumptions	This indicator assumes that all the information required and supporting documents have been submitted.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Annual
Desired Performance	Efficient administration of the APDP.
Indicator responsibility	Senior Managers: Tariff Investigations

13. Issue Company Specific Percentages within 10 working days

Indicator title	Issue Company Specific Percentages within 10 working days
Definition	The indicator displays the time taken to finalise CSPs issued in accordance with APDP policy, legislation and guidelines to increase production volumes in the automotive sector.
Source of data	A database to record the time taken to issue CSPs is kept on the V-drive.
Method of calculation/Assessment	The indicator is calculated by counting the number of working days taken to issue CSPs from the date of duly completed application.
Assumptions	This indicator assumes that all the information required and supporting documents have been submitted.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Annual
Desired Performance	Efficient administration of the APDP.
Indicator responsibility	Senior Manager: Tariff Investigations II.

14. Issue Production Rebate Credit Certificates/Production Rebate Certificates within 30 working days

Indicator title	Issue Production Rebate Credit Certificates/Production Rebate Certificates within 30 working days
Definition	The indicator displays the time taken to finalise PRCs issued in accordance with APDP policy, legislation and guidelines to increase value addition in the automotive sector.
Source of data	A database to record the time taken to issue PRCs is kept on the V-drive.
Method of calculation/Assessment	The indicator is calculated by counting the number of days taken to issue PRCs from the date of duly completed application.
Assumptions	This indicator assumes that all the information required and supporting documents have been submitted.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Annual
Desired Performance	Efficient administration of the APDP.
Indicator responsibility	Senior Manager: Tariff Investigations II.

15. Finalise preliminary determinations within 8 months of initiation of Trade Remedy Investigation

Indicator title	Finalise preliminary determinations within 8 months of initiation of Trade Remedy Investigation
Definition	The indicator displays the turnaround times of preliminary determinations made by the Commission. An investigation is initiated or formally started through publication of a notice in the Government Gazette once the Commission has decided that the Applicant has submitted a prima facie case. Within 8 months of the initiation of an investigation, the Commission makes a preliminary determination. Thereafter, a report is issued and the determination is published in the Government Gazette.
Source of data	Initiation notices; notice of preliminary determination is published in the Government Gazette. Copies of the notices are kept on the ITAC website
Method of calculation/Assessment	The date of initiation is the starting point, which is compared with the date of the date of the publication of the preliminary determination by the Commission in the Government Gazette or implementation of provisional measures by SARS. .
Assumptions	The time frames take the following assumptions into account: 2 domestic firms; 2 importers; 2 exporters; one country involved in the investigation.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Annual
Desired Performance	Efficient administration of Trade Remedies Investigations
Indicator responsibility	Senior Manager: Trade Remedies I & II

16. Conclude final determinations within 14 months of initiation of Trade Remedy Investigation

Indicator title	Conclude final determinations within 14 months of initiation of Trade Remedy Investigation
Definition	The indicator displays the turnaround times of final determinations. An investigation is initiated or formally started through publication of a notice in the Government Gazette once the Commission has decided that the Applicant has submitted a prima facie case. Within 8 months of the initiation of an investigation, the Commission makes a preliminary determination. Thereafter, a report is issued, and the determination is published in the Government Gazette. Within 14 months of the initiation of the investigation, the Commission makes a final determination. After the Commission's final determination, a report containing the Commission's recommendation is forwarded to the Minister of Trade, Industry, and Competition for approval. Once approved by the Minister, a request is sent to the Minister of Finance to amend the Customs and Excise Act. A final report is issued once the final determination is published in the Government Gazette. All investigations must be completed within 18 months of the initiation of the investigation.
Source of data	Final Commission reports signed by the Chief Commissioner
Method of calculation/Assessment	The date of initiation serves as the starting point. This date is used to calculate the period up to the preliminary determination, which is made within 8 months. The final determination is then made by the Commission within 6 months after the imposition of provisional measures or the publication of the Commission's preliminary determination in the Government Gazette, resulting in a total investigation period of 14 months.
Assumptions	The time frames take the following assumptions into account: 2 domestic firms; 2 importers; 2 exporters; one country involved in the investigation.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Annual
Desired Performance	Efficient administration of Trade Remedies Investigations
Indicator responsibility	Senior Manager: Trade Remedies I & II

17. Implement the administrative fee system.

Indicator title	Implement the administrative fee system.
Definition	ITAC to levy fees for its various functions (in line with section 24 of Act 71 of 2002), thereby diversifying ITAC's financial resource base
Source of data	
Method of calculation/Assessment	Sage reports/Management accounts
Assumptions	
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A; Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Quarterly
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Senior Manager: Policy and Research

18. Amend regulations to shorten investigative timelines red tape by 20 days

Indicator title	Amend regulations to shorten investigative timelines red tape by 20 days
Definition	To report on amended regulations submitted which are aimed at reducing red tape
Source of data	Submissions to the DTIC
Method of calculation/Assessment	Qualitative
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A; Target for Youth: N/A Target for People with Disabilities: N/A
Reporting cycle	Annually
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Trade Remedies I & II

19. Automation of the Commission's Permit Authorisations

Indicator title	Automation of the Commission's Permit Authorisations
Definition	<p>This indicator measures progress on the Commission's automation of the processes to administer its authorizations (Import and Export Control permits; Rebates and Drawbacks).</p> <p>Activities will include: the development and deployment of the digital permit management system, covering system design, testing, user acceptance, and rollout. The outcome is a convenient user experience for our customers and realtime intelligence gathering for the Commissions.</p>
Source of data	System implementation reports
Method of calculation/Assessment	Qualitative Assessment against defined milestones (design completed; system configured; testing completed; system deployed).
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Quarterly
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Chief Information Officer

20. Number of jobs retained through the ITAC tariff instruments

Indicator title	Number of jobs retained through the ITAC tariff instruments
Definition	The indicator measures the number of jobs that may be retained as a result of a favourable final determination in an investigation or an authorization (implemented tariff amendments, rebate and drawback permits and APDP administered by ITAC)
Source of data	Applications received for tariff amendments, rebate and drawback permits and APDP administered by ITAC
Method of calculation/Assessment	Quantitative, cumulative year-end count. The current base line is 112142 [2024/2025].
Assumptions	Applications are received and approved. The volume of applications for trade instruments follows historical mean
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A; Target for Youth: N/A • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A

Reporting cycle	Quarterly
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Tariff Investigations and Trade Remedies

21. Number of new jobs enabled through the ITAC tariff instruments

Indicator title	Number of new jobs enabled through the ITAC tariff instruments
Definition	The indicator measures the number of new jobs created as a result of ITAC trade policies and instruments permits
Source of data	Applications received for tariff increases and rebate provisions created, administered by ITAC Table applicants fillout inline with 2016 policy directive on reciprocal commitment
Method of calculation/Assessment	Quantitative, cumulative year-end count. The current base line is 1422 [2024/2025].
Assumptions	Applications for trade instruments are received and approved and its volume follows historical mean.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A; Target for Youth: N/A; • Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A; Reflect on the spatial impact area: N/A
Reporting cycle	Quarterly
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Tariff Investigations and Trade Remedies

PART E: OTHER RELATED DOCUMENTS

ANNEXURE A: CONSOLIDATED INDICATORS

ANNEXURE B: ORGANISATIONAL STRUCTURE

ANNEXURE C: ITAC COMMISSIONERS

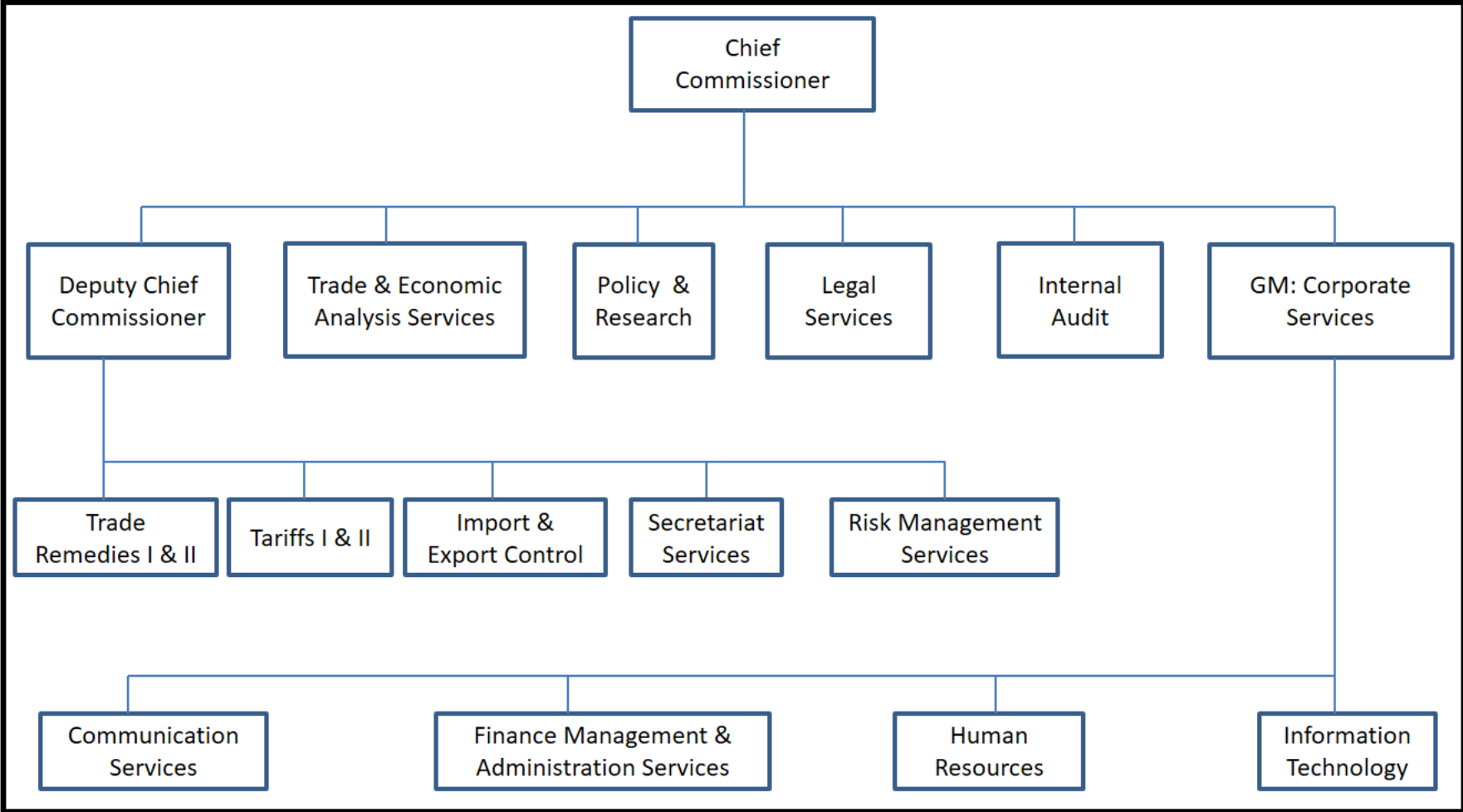
ANNEXURE D: STRATEGIC PLAN (2025/26 – 2029/30) AMENDMENTS

ANNEXURE A: CONSOLIDATED INDICATORS

Outputs	Output Indicators	Targets	Data Source
Extend effective trade protection to vulnerable product categories arising from the Commission's proactive intervention	Number of determinations protecting vulnerable sector	1 determination protecting vulnerable sector	Final Commission determination
Grow the share of good quality scrap otherwise destined for export, channelled for local consumption by local foundries and mills	Grow the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests	13% Growth of the share of successful offers for scrap feedstock material made by local consumers, as a share of the volume of total export permit requests	The information comes from the electronic import permit system and is collected by means of reporting functions in the system by the Senior Manager
Retention of jobs as a result of ITAC trade instruments	Number of jobs retained through the ITAC tariff instruments	100 200 of jobs retained through the ITAC tariff instruments	Applications received
Enable new jobs as a result of ITAC trade policies and instruments	Number of new jobs enabled through the ITAC tariff instruments	150 of new jobs enabled through the ITAC tariff instruments	Applications received
Attain level 3 B-BBEE verification status	Attain level 3 B-BBEE scorecard status	Level 3 B-BBEE scorecard status attained	Verification Certificate
Percentage of preferential procurement spend	Percentage	80% of preferential procurement spend	Value of all procurement from empowering suppliers based on the B-BBEE procurement recognition of levels 1 to 4 as a percentage of Total Measured Procurement Spend
Enable viable pathways into the Commission and trade administration work for talented and well-trained young work-seekers	Number of interns recruited	6 interns recruited	HR recruitment data
	Percentage of interns retained	50% of interns retained	HR recruitment data
Grow the share of authorizations considering relevant codes of practice issued under the B-BBEE Act	Number of Authorizations considering relevant codes of practice issued under the B-BBEE Act	17 Authorizations considering relevant codes of practice issued under the B-BBEE Act	The number of guidelines gazetted and finalised for key authorisations (rebates, drawbacks and permits and so on) issued by the Commission
Increase the share of policy recommendations, where distributional impact considerations have been factored into a Commission determination	Percentage of the Commission's tariff adjustment determinations that include price spillover impact assessments	60% of the Commission's tariff adjustment determinations that include price spillover impact assessments	Commission determinations
Improving the terms on which firms can either access domestic demand or alleviate unnecessary raw material cost pressures through timeous implementation of relevant trade measures	Final investigations on applications where the effective rate of protection is considered	75% of final investigations on applications where the effective rate of protection was considered	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission
	Final determinations on investigations on input cost alleviating measures made within 6 months	80% of final determinations on investigations on input cost alleviating measures made within 6 months	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission
Reduce the duty burden on producers and exporters reliant on imported inputs through the timely issuance of associated authorizations	Issue Customs Duty Rebate and Drawback permits within 14 working days	80% of the Customs Duty Rebate and Drawback permits issued within 14 working days	A database to record the time taken to issue Customs Duty Rebate and Drawback permits is kept on the V-drive

Outputs	Output Indicators	Targets	Data Source
Enable domestic automotive industry competitiveness, increase production volumes and deepen local value addition through the timely issuance of associated authorizations	Issue Eligible Production Certificates within 10 working days	90% of the Eligible Production Certificates issued within 10 working days	A database to record the time taken to issue EPCs is kept on the V-drive
	Issue Company Specific Percentages within 10 working days	90% of the Company Specific Percentages issued within 10 working days	A database to record the time taken to issue CSPs is kept on the V-drive
	Issue Production Rebate Credit Certificates/Production Rebate Certificates within 30 working days	90% of the Production Rebate Credit Certificates/Production Rebate Certificates issued within 30 working days	A database to record the time taken to issue PRCs is kept on the V-drive
Defend domestic industrial producers experiencing unfair import competition through the timely deployment of trade defense measures	Finalise preliminary determinations within 8 months of initiation of Trade Remedy Investigation	70% of preliminary determinations finalised within 8 months of initiation of Trade Remedy Investigation	Initiation notices; notice of preliminary determination is published in the Government Gazette. Copies of these are kept on the ITAC website
	Conclude final determinations within 14 months of initiation of Trade Remedy Investigation	60% of final determinations concluded within 14 months of initiation of Trade Remedy Investigation	Initiation notices; final determination notice and final determination is published in the Government Gazette. Copies of these are kept on the ITAC website
Reduce the procedural or administrative cumbersomeness of our processes	Amend regulations to reduce red tape by 20 days	Amend Anti-dumping; safeguard and countervailing regulations to shorten investigative timelines red tape by 20 days	The submissions of these regulations to the Department
	Automation of the Commission's Permit Authorisations	Automate the Commission's Import System Permit Authorisations	Reports from Import and Export Control new system once implemented
Diversify the financial resource base	Implement the administrative fee system	Raise 6.9% of revenue through the levying of fees in terms of APDP	APDP related certificates issued by ITAC and associated payment receipts

ANNEXURE B: ORGANISATIONAL STRUCTURE



ANNEXURE C: ITAC COMMISSIONERS

Chief Commissioner (Full time)

Ayabonga Cawe

Chairperson of the Commission (Part time)

Mr Etienne Doyle Vlok

Deputy Chief Commissioner (Full time)

(Vacant)

Part time Commissioners

Ms Phozisa Mbiko

Mr Wandile Sihlobo

ANNEXURE D: STRATEGIC PLAN (2025/26 – 2029/30) AMENDMENTS

According to the Framework, Strategic Plans should cover a period of at least five years, ideally from the first planning cycle following an election. The Strategic Plan may be changed during the five-year period that it covers. However, such changes should be limited to revisions related to significant policy shifts or changes in the service-delivery environment. This is done by the relevant institution by issuing an amendment to the existing plan, which may be published as an annexure to the Annual Performance Plan, or by issuing a revised Strategic Plan.

The outcome indicators in the current strategic plan were amended in the following manner:

a) The outcome and output indicators were adjusted as follows.

Strategic Priorities	Outcome	Outputs	Output Indicators	Annual Targets		
				MTEF Period		
				2025/26	2026/27	2027/28
Strategic Priority 3: A capable, ethical and developmental state	Efficient administration of trade instruments:	Improving the terms on which firms can either access domestic demand or alleviate unnecessary raw material cost pressures through timeous implementation of relevant trade measures	Final investigations on applications where the effective rate of protection is considered	New indicator	75% of final investigations on applications where the effective rate of protection was considered	80% of final investigations on applications where the effective rate of protection was considered
			Final determinations on investigations on input cost alleviating measures made within 6 months	80% of the final decisions within 6 months.	80% of final determinations on investigations on input cost alleviating measures made within 6 months	85% of final determinations on investigations on input cost alleviating measures made within 6 months
		Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness	Issue Eligible Production Certificates within 10 working days	80% of the certificates issued within 10 working days.	90% of the certificates issued within 10 working days.	95% of the certificates issued within 10 working days.
			Issue Company Specific Percentages within 10 working days	80% of the certificates issued within 10 working days	90% of the certificates issued within 10 working days	92% of the certificates issued within 10 working days
			Issue Production Rebate Credit Certificates/Production	80% of the certificates issued within 30 days.	90% of the certificates issued within 30 working days	92% of the certificates issued within 30 working days

Strategic Priorities	Outcome	Outputs	Output Indicators	Annual Targets		
				MTEF Period		
				2025/26	2026/27	2027/28
		s through timeous administration of Automotive Production and Development Programme	Rebate Certificates within 30 working days			
		Enable domestic firms and exporters to have access to competitively priced raw materials and other inputs through the timeous administration of Customs Duty Rebate and Drawback provisions	Issue Customs Duty Rebate and Drawback permits within 14 days	80% of Customs Duty Rebate and Drawback permits issued within 14 working days	80% of Customs Duty Rebate and Drawback permits issued within 14 working days	85% of Customs Duty Rebate and Drawback permits issued within 14 working days
	Efficient administration of trade instruments:	Enable SACU firms to speedily respond to unfair, harmful, and injurious import competition	Finalise preliminary determinations within 8 months of initiation of Trade Remedy Investigation	70% determinations made within 6 months of initiation.	70% of preliminary determinations finalised within 8 months of initiation of Trade Remedy Investigation	75% of preliminary determinations finalised within 8 months of initiation of Trade Remedy Investigation
			Conclude final determinations within 14 months of initiation of Trade Remedy Investigation	60% determinations made within 10 months of initiation.	60% of final determinations concluded within 14 months of initiation of Trade Remedy Investigation	65% of final determinations concluded within 14 months of initiation of Trade Remedy Investigation
	Modernization of administrative and operational processes to support industrialisation, transformation, and a capable state	A diversified financial resource base	Implement the administrative fee system	Action note on the investigation of the viability and financial sustainability of levying prescribed fees on applicants was sent to the Chief Commissioner	Raise 6.9% of revenue through the levying of fees in terms of APDP	Raise additional 14.4% of revenue through the levying of fee in terms of import and export permits

b) The following indicators were included

Strategic Priorities	Outcome	Outputs	Output Indicators	Annual Targets		
				MTEF Period		
				2025/26	2026/27	2027/28
Strategic Priority 1: Inclusive growth and job creation	Promote Industrialisation	Extend effective trade protection to vulnerable product categories arising from the Commission's proactive intervention	Number of determinations protecting vulnerable sectors	1 determination protecting vulnerable sectors	1 determination protecting vulnerable sectors	1 determination protecting vulnerable sectors
	Promote Transformation	Attain level 3 B-BBEE verification status	Attain level 3 B-BBEE scorecard status	Level 3 B-BBEE scorecard status	Level 2 B-BBEE scorecard status	Level 1 B-BBEE scorecard status
		Percentage of preferential procurement spend	Percentage of preferential procurement spend	80% of preferential procurement spend	85% of preferential procurement spend	90% of preferential procurement spend
		Enable viable pathways into the Commission and trade administration work for talented and well-trained young work-seekers	Number of interns recruited	New indicator	6 interns recruited	2 interns recruited
			Percentage of interns retained	New indicator	Not Applicable	50% of the Interns retained
Strategic Priority 2: Reduce poverty and tackle the high cost of living	Distributional impact assessments of trade measures that affect consumer's welfare and downstream industries.	Increase the share of policy recommendations, where distributional impact considerations have been factored into a Commission determination.	Percentage of the Commission's tariff adjustment determinations that include price spillover impact assessments.	New indicator	60% of the Commission's tariff adjustment determinations that include price spillover impact assessments.	65% of the Commission's tariff adjustment determinations that include price spillover impact assessments.

c) The following indicators were removed

Outcome	Outputs	Output Indicators	Reasons
Promote Industrialisation	Enable growth in investment and import replacement arising from implemented tariff amendments	Value of investment facilitated through ITAC reciprocal commitments of implemented tariff support	To achieve this indicator ITAC relies on third party information which it has not control over.
	Enable industrial output through Industrial rebates (311.40 & APDP)	Value of additional local industrial output as a result of the utilisation of the ITAC rebates -rebate item 311.40 clothing -rebate item 317.04 autos-APDP	To achieve this indicator ITAC relies on third party information which it has not control over.

	Enable manufactured exports growth (470.03, 521.00 export drawback provisions, APDP exports)	Value of manufactured exports facilitated under ITAC rebates 470.03 and 521	To achieve this indicator ITAC relies on third party information which it has not control over.
	Expand scale and scope of participation by smallholder farmers in selected commodity value chains (wool, sugar and poultry) through targeted use of Commission trade measures and authorizations	Review the scope and design of the trade measures and authorisations in identified sensitive agricultural sectors	This indicator has been moved to the operational plan.
Promote Transformation	Greater insight into the spread of permits, licensing and authorizations that go to firms owned and operated by designated categories of firms and South Africans.	Number of processes concluded pertain the spread of permits, licensing and authorizations that go to firms owned and operated by designated categories of firms and South Africans.	This indicator has been moved to the operational plan.
	Increase preferential procurement spend	Increase preferential procurement spend	This indicator was changed to
Efficient administration of trade instruments: (Customs Tariff Investigations)	Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness through timeous administration of Automotive Production and Development Programme (APDP).	APDP Verifications completed within 90 days.	This indicator has been moved to the operational plan.
Efficient administration of trade instruments: (Trade Remedies)	Trade defense measures are reviewed in response to conjunctural developments	Review of Anti-dumping and Countervailing Regulations	This indicator has been removed, it was consolidated with the indicator 'Amend regulations to shorten investigative timelines (by 4 weeks) to reduce red tape'
Distributional impact assessments of trade measures that affect consumer's welfare and downstream industries.	Increase the share of policy recommendations, where distributional impact considerations have been factored into a Commission determination.	Number of the Commission's tariff adjustment determinations that include price spillover impact assessments.	This indicator was replaced by the new indicator 'Percentage of the Commission's tariff adjustment determinations that include price spillover impact assessments.