

**INTERNATIONAL TRADE ADMINISTRATION
COMMISSION OF SOUTH AFRICA
ANNUAL PERFORMANCE PLAN 2020/2021**

March 2020

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EXECUTIVE AUTHORITY STATEMENT

The Public Finance Management Act requires that every public entity prepares a Strategic Plan setting out the overall strategy for the 5 year period covering the state's Medium-term Strategic Framework (MTSF). Every year, an Annual Performance Plan (APP) is prepared, which converts the overall strategy to key annual targets. These documents are then provided for approval to the Executive Authority and budgets are aligned to these plans.

The **International Trade Administration Commission of South Africa (ITAC)** has prepared its **Annual Performance Plan 2020/21**, which I now submit to Parliament, as required by the legislation.

This is the first **Annual Performance Plan** prepared in the 6th Administration by **ITAC**. I have requested that all entity Strategic Plans and Annual Performance Plans be aligned to the MTSF, which incorporates the work to develop and implement National Sector Masterplans, as well as the trade reforms, investment and transformation work of the Department.

Once the revised MTSF has been signed off, we will review the Strategic Plan and Annual Performance Plan of the entity and align it accordingly. The Strategic Plan and Annual Performance Plan may further need to be aligned to Government's response to the COVID-19 pandemic, both during the period of the national disaster declared by President Ramaphosa, and thereafter as we adapt to the new economic reality. Should adjustments be made, a revised Plan will be submitted to Parliament.



EBRAHIM PATEL

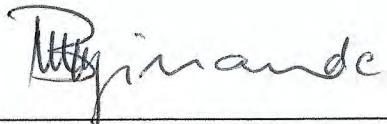
MINISTER RESPONSIBLE FOR TRADE, INDUSTRY AND COMPETITION

ACCOUNTING OFFICER STATEMENT

This Annual Performance Plan for 2020/2021 has been developed by ITAC and identifies the key performance indicators and targets that the organisation will seek to achieve as outlined in its Strategic Plan.

The Plan aims to enhance the interconnection between organisational goals and performance, enabling effective oversight.

ITAC is committed to the successful implementation of the Plan.



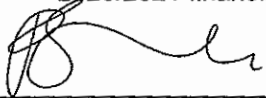
MELULEKI NZIMANDE

CHIEF COMMISSIONER

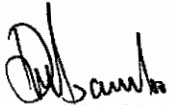
OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

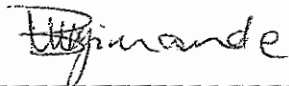
- was developed by the management of ITAC under the guidance of the Chief Commissioner;
- was prepared in line with the Strategic Plan of ITAC; and
- accurately reflects the performance targets which ITAC will endeavour to achieve given the resources made available in the budget for the 2020/2021 financial year.



PHILLIP SEMELA
GENERAL MANAGER: CORPORATE SERVICES



DUMISANI MBAMBO
DEPUTY CHIEF COMMISSIONER



MELULEKI NZIMANDE
CHIEF COMMISSIONER

APPROVED BY:



MR EBRAHIM PATEL
EXECUTIVE AUTHORITY OF ITAC

PART A: MANDATE

1. Legislative and policy mandates

1.1 Legislative mandate

ITAC is a creature of statute established in terms of section 7 of the ITA Act. The object of the ITA Act, as previously stated, is to foster economic growth and development in order to raise incomes 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, subject to the ITA Act and the SACU Agreement¹. The core functions of ITAC are to conduct customs duty investigations, trade remedy investigations, and import and export control. ITAC provides technical advice and support to various stakeholders, including the Department of Trade, Industry and Competition (DTIC) and Department of Agriculture, Fisheries and Forestry (DAFF).

1.2 Policy mandate

Whilst ITAC executes its mandate within a set legal framework, the manner in which ITAC conducts its core functions is subject to certain policy imperatives set out in the National Development Plan, the New Growth Path (NGP), the Industrial Policy Action Plan (IPAP) and South Africa's Trade Policy and Strategy Framework (TPSF). The international trade environment globally is undergoing profound changes, with the rules-based multilateral trading system hitherto governed through the World Trade Organisation facing an existential crises following unilateral and protectionist action taken by the United States of America and reaction there to by the People's Republic of China and the European Union. Closer to home, South Africa is also dealing with an impasse within the Southern African Customs Union (SACU). The major challenges emanate from the lack of policy harmonisation and coordination among the SACU Member States. South Africa, being the

¹ The Southern Customs Union Agreement of 2002.

largest economy in SACU, uses tariffs to support its industrial policy objectives. By contrast, the other SACU Member States use tariffs for fiscal purposes. These developments, together with the subdued economic performance by South Africa, require ITAC to follow a nuanced approach to policy implementation.

The NDP sets out a coherent and holistic approach to confronting poverty and inequality, which is based on six pillars. One pillar (faster and more inclusive economic growth) has specific importance for ITAC and its mandate. It recognises the need for accelerating gross domestic product (GDP) growth so that unemployment and inequality can be reduced, and for creating a more inclusive society.

The TPSF outlines how trade policy and strategy in South Africa can make a contribution to meeting the objectives of growing and diversifying the economic base in order to produce and export increasingly sophisticated, value-added products in order to create employment. This policy framework is set out in the context of the development of an overall growth path for South Africa that seeks to accelerate economic growth and development, and generate decent jobs in the economy. The IPAP sets out a range of horizontal and specific interventions aimed at promoting industrial development and inclusive growth in South Africa.

Together, the NGP, IPAP and the TPSF advocate a developmental or a strategic approach to tariff setting. In terms of this approach there is no *a priori* inflexible determination to either reduce or increase tariffs. The focus is on the following outcomes: increasing domestic production, job retention and creation, investment as well as international competitiveness. ITAC applies tariffs as an instrument of industrial policy in a manner that seeks to achieve set economic goals. In this regard, ITAC selectively uses tariffs to address the persistent high levels of unemployment. The dynamics of each sector determine the appropriate levels of tariffs. Investigations are conducted on a case-by-case basis, within the WTO rules and in line with South Africa's policy objectives. Generally, tariff support is provided to downstream value-adding activities. Selective tariff increases on upstream products are considered for strategic reasons such as where the existence of an upstream producer is key to the existence and sustainability of a downstream, value-adding industry or a major sector of the economy.

IPAP identifies agro-processing and its upstream sector as critical drivers of inclusive growth in the South African economy (particularly the rural economy), with very significant job creation potential. Government's recognition of the importance of agriculture (including agro-

processing) is apparent in the NDP and the Agricultural Policy Action Plan. ITAC will have to carefully apply tariff policy to support growth initiatives in agriculture in a manner that strikes a delicate balance between the country's food security needs and the potentially inflationary effect of tariffs on basic food products.

IPAP also focuses on the growth potential of the pharmaceutical industry. South Africa is largely dependent on imports to meet demand for most of its pharmaceutical products. According to the DTIC, the pharmaceutical industry has substantial potential for growth. For this reason, the DTIC calls for the use of trade measures to support this industry. The DTIC envisages a review of the tariff book and an engagement with the pharmaceutical industry to identify tariff lines that may be reviewed in order to support the localisation of the production of certain pharmaceutical products. ITAC will have to approach tariff setting on pharmaceutical products with care in view of the need to balance localisation objectives and with the availability of critical medication at affordable prices to consumers.

It is envisaged that master plans will be created for the clothing, footwear, textile and leather (CFTL), poultry and sugar sectors. One of the key elements of such plans will be tariff support and ITAC will play its role in this regard in ensuring the successful implementation of such plans.

One of the more significant threats to the economy and job creation is the illicit economy. Some importers under-declare the value of their goods or make false declarations of the goods they are trading in. Some misuse certain rebates created to support local manufacturing by allowing duty free importation of certain inputs in order to support local value-adding manufacturing, and consequently job creation or retention. This is particularly so in the CFTL industry. The motive behind such conduct is to minimise the duties to which they are liable to pay or to avoid it completely.

By way of example, one of the rebate provisions permits the importation of certain worn clothing duty-free for purposes of manufacturing wiping rags. The imported worn clothing and other worn articles of textile material must show signs of appreciable wear in order to qualify under this rebate provision. Another rebate item allows used overcoats to be imported under partial rebate. This rebate provision was created to assist people with relatively low incomes and those that are unemployed to have access to affordable winter wear especially during the

cold winter seasons. ITAC and SARS bear the responsibility of administering, policing and enforcing the requirements of these rebate provisions. There has been considerable abuse of these rebates and ITAC and SARS have found it increasingly difficult to administer them and to stem the abuse. The consequence is the importation of these articles in competition with locally manufactured articles. As many local manufacturers find it difficult to compete with such illegal imports, they were forced to close or restructure operations, often resulting in the loss of jobs. These challenges will have to be addressed expeditiously.

On the export front, some scrap metal exporters circumvent or disregard the Price Preference System (PPS) – i.e. Government's programme which is intended to ensure the availability of good quality scrap metal to local consumers. ITAC, working with SARS and the South African Police Service (SAPS) – Directorate for Priority Crimes Investigations (HAWKS) have taken action to address this problem. Whereas there has been some success in relation to illicit trade in scrap metal, efficacy of the PPS remains in question, as a result the Minister of Trade, Industry and Competition has instructed ITAC to investigate whether it would be appropriate for the PPS to be replaced with an export duty. Work on this front is on-going and should an export duty be implemented, the PPS will be replaced.

ITAC is part of the Inter-Agency Working Group (IAWG)² formed to combat the illicit economy, with an immediate focus on illicit trade in scrap metal, gold and clothing, footwear, textile and leather (CFTL). The work of the IAWG is critical and marks the intensification of the fight against the illicit economic activities in South Africa and SACU.

² The Inter-Agency Working Group (IAWG) consists of officials from the DTIC, ITAC, SARS.

2. Institutional Policies and Strategies over the 5-year planning period

In an increasingly globally integrated South African economy, international trade constitutes one of the major components of domestic growth and development and therefore changes in global economic conditions have an immense impact on the domestic economy. In light of this reality, ITAC has sought to position itself in a strategic manner in the pursuit of its mandate.

As highlighted in the legislative and policy mandate section above, it is critical to note that the manner in which ITAC conducts its core functions, i.e., Tariff Investigations, Trade Remedy Investigations, and Import and Export Control, is bounded by policy imperatives as set out in, among others, the following policy documents:

- National Development Plan (NDP) and in particular the economic strategy of government, namely:
- New Growth Path (NGP);
- Industrial Policy Action Plan (IPAP); and
- South Africa's Trade Policy and Strategic Framework (TPSF).

The NDP is a long-term vision and plan for the country. The core priorities of the NDP are to reduce poverty, unemployment and inequality. It informs the Medium Term Strategic Framework (MTSF) priorities, which is government's NDP five-year implementation plan. The purpose of the NDP Five Year Implementation Plan is to inform the development agenda of government. It allows for the co-ordination and alignment of priorities across spheres of government.

In light of the above, the table below provides a summary of selected strategic thrusts identified for the period 2020/21 – 2024/25. These constitute the key issues that ITAC has taken into account in formulating actions for achieving its vision and mission.

Table 1: Strategic drivers

Strategic Drivers	Indicated Actions
Positioning: Continued relevance in changing economic development, trade and industrial policy environments.	<ul style="list-style-type: none"> • Reciprocal commitments. • Technical advice in international trade negotiations. • Monitoring trade flows to identify threats and opportunities. • Impact assessments. • 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 and the Customs and Excise Act. • ITAC Regulations. • Promotion of Administrative Justice Act. • Relevant Acts in the Public Service. • Constitution. • World Trade Organisation Agreements. • SACU Agreement. • Bilateral Trade Agreements.
Review of domestic law and practice.	<ul style="list-style-type: none"> • Review of the ITA Act. • Review Tariff, Trade Remedies and Import and Export Control Regulations.
Efficiency and Effectiveness	<ul style="list-style-type: none"> • Aligning business support to the core functions. • Improved service delivery. • Monitoring and evaluation. • Research and development capacity upgrading.
Funding	<ul style="list-style-type: none"> • Sound financial management and accounting. • Good governance.
Strategic, technical and organisational capacity	<ul style="list-style-type: none"> • Integrated performance management, development and enhancement. • Recruitment, selection, retention and skills development. • Organisational development.

3. Relevant Court Rulings

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

3.1 SA METAL v ITAC and others (Case No's: 267/16 (SCA) and CCT77/2017 (Con Court))

This was a review of ITAC's decision to refuse certain applications by SA Metal for the exportation of ferrous scrap metal under the Price Preference System (PPS). They also challenged the lawfulness of ITAC's implementation of the PPS Guidelines. The judicial review was dismissed on the basis that it had become moot and this decision was upheld on appeal to the Supreme Court of Appeals, the Constitutional Court did not grant leave to appeal on the basis the matter lacked prospects of success. Although the merits of the case was not the determining factor, during the litigation it was determined that scrap metal should not be treated as a fungible and the specific scrap metal applied for should be available for inspection and potential sale to the domestic industry. This impacted the manner in which inspections / verifications are conducted and affected record keeping. It was as a result of this litigation that ITAC's administrative and decision making process was enhanced in line with the Promotion of Administrative Justice Act No 3 of 2000 (PAJA), in that ITAC had thereafter implemented an internal appeal process for all preliminary rejected applications.

3.2 MINGS DISTRIBUTORS CC v ITAC & OTHERS (Case No: 42086/2016)

This was a review of ITAC's decision to refuse an application by Mings Distributors for a permit for the rebate of customs duties for the importation of worn clothing under rebate item 311.18 for the importation of approximately 1 050 000kgs of used / worn clothing to be cut into industrial wiping rags. ITAC's reasons for refusal were based on various non-compliance related factors. The application was also deficient and contained certain unsupported declarations. The judicial review was dismissed on the basis that it had become moot and this decision was upheld on appeal to the full bench of the High Court. Although the merits of the case was not the determining factor, it was emphasized at court that the principles enshrined in PAJA and the principle of legality require each application to be investigated and evaluated objectively and on the strength of its own merits.

3.3 SHOPRITE CHECKERS v ITAC & OTHERS (Case No: 333/15)

This was a review application, challenging ITAC's recommendation to the Minister of Trade and Industry (the Minister) and the Minister's subsequent decision to increase the customs duties on frozen mussels. The application was dismissed. The impact of this litigation on operations was significant in that it caused ITAC to consider whether periods for comments as well as the content of notices were adequate to allow interested parties to properly respond. It also guided ITAC's operations in terms of self-initiated investigations and the parameters which needed to be developed on how to conduct such investigations. It was as a result of this litigation that ITAC's administrative and decision making process was enhanced in line with the PAJA, in that ITAC thereafter implemented a practice of issuing preliminary findings in tariff investigations to allow for public comment prior to a final decision being made.

PART B: STRATEGIC FOCUS

4. SITUATIONAL ANALYSIS

“A situational analysis represents scanning and assessment of the current organizational context, the external environment, and the environment within an organization. It includes assessment of internal resources and processes of a company and its activities in the market, the closest environment including demand and competition and many other factors (social, political and legal) which may influence the company’s business” (Brnjas and Tripunoski, 2016). This section broadly presents ITAC’s external and internal environment analysis, which guided the development of this Annual Performance Plan.

4.1 External Environmental Analysis

According to Statistics South Africa, the South African economy slipped into recession during the second quarter of 2018, shrinking by 0,7% quarter-on-quarter (seasonally adjusted and annualised), this followed a revised 2,6% contraction in the first quarter of 2018. This was due to poor performance in areas of agriculture, trade, and manufacturing, among others. However, in its 2019 medium-term budget policy statement (MTBPS), the National Treasury revised down South Africa’s economic growth forecast for 2019 from 1.5 percent in the 2019 Budget to 0.5 percent, with growth expected to reach 1.7 per cent in 2022. The weaker economic outlook resulted in repeated revenue shortfalls, higher budget deficits and mounting government debt.

Although global risk factors remain elevated, the world economy continues to provide a supportive platform for South Africa to expand trade and investment. The global economy continues to grow, but signs of slowing growth have emerged. The International Monetary Fund (IMF) has lowered its projection for global growth to 3.0 percent in 2019 and 3.4 percent in 2020, which is 0.4 and 0.3 percentage points lower since January in 2019 and 2020 respectively, as uncertainty about the direction of Italy’s finances and lower external demand in Germany reduced growth more than previously forecasted. In the sub-Saharan Africa region, growth is projected at 3.2 percent this year, up from 2.5 percent in 2018, but lower than previously forecasted, reflecting more pronounced domestic headwinds and weaker-than-expected external demand. The growth in this region is expected to improve gradually over the forecast horizon, reaching 3.6 percent in 2020 and 3.7 percent in 2021. (National Treasury’s MTBPS 2019)

As an open economy, a relatively high proportion of South Africa's economic activity is due to imports and exports, which makes it more vulnerable to global economic shifts than if it was less open. In this regard, according to the National Treasury, the current account deficit is expected to remain at 3.5 percent of GDP over the next three years, given low investment and import growth.

The global economic upswing is expected to lose momentum amid global trade tensions and weaker-than-expected growth in traditional markets, in particular, the European Union and Japan. Declining global growth causes uncertainty and has an adverse impact on exports of South Africa's manufactured goods as a result of declining global demand. The weakening demand for South African products in its traditional export markets has amplified the need for diversifying trade towards emerging economies which have tended to grow more rapidly. The diversification of trade towards the emerging economies has both opportunities and risks that have to be carefully managed.

The global trading system is undergoing significant shifts and facing unprecedented challenges in the form of protectionism mainly in developed countries. There is an emergence of unilateralism signified by the decision of the United States of America (US) to use section 232 of its Trade Expansion Act, 1962 to impose duties on goods imported into the US under the guise of protecting US national security. The target of these measures has mainly been goods originating from the People's Republic of China (China) and this has resulted in a trade war between the US and China with China retaliating by imposing duties on imports from the US. The systemic impact of unilateral trade measures that are incompatible with WTO rules and that put the multilateral trading system at risk is a matter of concern as it undermines the rules-based, transparent, non-discriminatory, multilateral trading system, as embodied in the WTO. In particular, the WTO offers a "level" playing field which enables smaller countries such as South Africa to engage on equal terms with larger countries to protect their economic interests, something which is not necessarily possible in bilateral engagements where there is asymmetry of power (economic or otherwise) between the negotiating parties. What is more, is that another crisis is brewing within the WTO as the Appellate Body will soon not quorate due to the failure of the US to fill its quota of members to this body. Should this happen, an important part of the WTO dispute settlement mechanism will be disabled, which will prevent the WTO from discharging its function to resolve trade disputes between Member States. Members of the WTO who believe in preserving the rules-based multilateral trading system will have to address these challenges urgently.

The WTO negotiations on a comprehensive development agenda have floundered, principally over disagreements in the area of agricultural subsidies and intellectual property rights. As a result, WTO Member States have increasingly turned to bilateral and regional free trade agreements to promote

their interests. The only notable exception in this regard has been the conclusion of the WTO Agreement on Trade Facilitation. This Agreement seeks to simplify and modernise customs procedures with the goal of expediting the movement and clearance of goods. This would be significant for developing countries given that the United Nations Conference on Trade and Development (UNCTAD) estimates that the cost of cross-border trade is nearly two times greater for developing countries than for developed countries. (UNCTAD Press Release, 05 January 2018: Developing countries should continue trade-easing reforms in wake of WTO deal)

The WTO's 21st Monitoring Report on G20 trade measures issued on 24 June 2019 shows that the trade coverage of new import-restrictive measures introduced during the period (October 2018 to May 2019) was more than 3.5 times the average since May 2012 when the report started including trade coverage figures. The report found that trade coverage of USD 335.9 billion during the period is the second highest figure on record, after the USD 480.9 billion reported in the previous period. Together, these two periods represent a dramatic spike in the trade coverage of import-restrictive measures, leading WTO Director-General Roberto Azevêdo to call on G20 economies to work together urgently to ease trade tensions.

The Report shows that turbulence in global trade continued during the period. The previous period saw a record level of new restrictive measures introduced. Most of these measures remain in place and have now been added to by a series of new measures in the current period which are also of a historically high level. In addition, several significant trade-restrictive measures are being considered for potential later implementation. This further compounds the challenges and uncertainty faced by governments, businesses and consumers in the current global economic environment.

In terms of numbers, the Report indicates that G20 economies implemented 20 new trade-restrictive measures between mid-October 2018 and mid-May 2019, including tariff increases, import bans and new customs procedures for exports. While fewer measures were introduced during this review period than in previous periods, the scale of those measures is much increased in terms of their trade coverage and the level of tariffs imposed.

According to the Report, a total of 29 new measures aimed at facilitating trade, including eliminating or reducing import tariffs, export duties and eliminating or simplifying customs procedures for exports were also applied by G20 economies. The trade coverage of the import-facilitating measures implemented during the review period is estimated at USD 397.2 billion, which is 1.8 times higher than in the previous G20 Report. At four new trade-facilitating measures per month, this is the lowest monthly average registered since 2012.

The Report states that for the first time since the beginning of the trade monitoring exercise, the number of initiations of trade remedy investigations by G20 economies is equal to the number of trade remedy actions terminated. Initiations of anti-dumping investigations continue to be the most frequent trade remedy action, accounting for more than three-quarters of all initiations. The monthly average of 12 initiations of trade remedy actions during the review period is the lowest registered since 2012. The trade coverage of trade remedy initiations (USD 18.4 billion) has fallen compared to the previous period. The trade coverage of trade remedy terminations recorded in the review period (USD 14.6 billion) is two and a half times higher than that reported in the previous G20 Report.

In responding to these challenges, South Africa has reaffirmed its commitment to the rules based multilateral trading system and the central role of the WTO in ensuring this. South Africa is, however, cognisant of the need to reform aspects of the WTO to accommodate various interests, including the economic interests of developing countries. Protectionism and the US-China trade war has created the risk of trade diversion with goods which would ordinarily be exported to these countries seeking new markets, including the South African market. Trade diversion is likely to harm local producers of competing goods which may adversely affect their sustainability and growth prospects to the detriment of job retention and creation in affected industries. In such environment, the importance of ITAC adhering to government's policy framework cannot be overemphasised. To recall, the New Growth Path (NGP) places employment creation at the centre of economic policy. It is consistent with the National Development Plan (NDP) which provides a long-term vision, and the Industrial Policy Action Plan (IPAP) as well as the South African Trade Policy and Strategy Framework (TPSF) which carve out the path to implement the NDP.

On regional integration, the SACU Council of Ministers in May 2006 extended the mandate of ITAC to conduct investigations on behalf of SACU in consultation with Botswana, e-Swatini, Lesotho and Namibia (BELN). In June 2018, the 6th SACU Summit noted that the SACU Council of Ministers at their Special Meeting held on the 31st March 2017, agreed that the "... architecture on tariff setting and administration as entailed in the SACU Agreement, 2002, should be reviewed and a suitable architecture for tariff-setting, rebates, duty draw backs and trade remedies be developed". This will include finding an inclusive process that takes into consideration all Member States' interests in the setting of tariffs, rebates, duty drawbacks and trade remedies. The Council agreed that technical work should continue in an effort to find a balanced solution that takes into account the interests of all the Member States. ITAC is providing technical support in this process. That said, an impasse has developed within SACU regarding the review of the SACU

Agreement and the status quo seems set to prevail until a solution is found. The role that ITAC plays on regional integration should be understood in the context of the focus in the region on, among others, infrastructure development, industrial capacity building, promotion of the establishment of regional supply chains, and trade facilitation.

Given its mandate and the global and domestic developments, ITAC has managed to adapt to the complexities of the dynamic environment within which it operates. The knowledge accumulated from its administration of trade instruments across various sectors and industries including its administration of the Automotive Production and Development Programme (APDP), has positioned ITAC strategically to make a significant contribution to the development and implementation of the country's industrial policy. ITAC will continue to provide technical advice on its instruments in trade negotiations.

Despite the challenging domestic and global environment in which it operates, ITAC will continue to discharge its mandate, particularly, to contribute to the creation of an environment supportive of investment, competitiveness, employment retention and creation.

4.2 Internal Environment Analysis

ITAC is constituted of an administrative staff on the one hand and Commissioners on the other. The ITA Act makes provision for a Chief Commissioner who serves as the Chief Executive Officer. The Chief Commissioner is assisted by a Deputy Chief Commissioner and a maximum of ten Commissioners who can be appointed to serve on a full or part-time basis. There is currently a full-time Chief Commissioner and the Deputy Chief Commissioner with nine part-time Commissioners. The Commission meets once a month to evaluate investigations conducted by employees and make recommendations to the Minister. The investigations tend to be highly technical and complex. The work of Commissioners is painstaking, requires reasonableness, rationality and discernment. ITAC's organisational structure is attached (see **Annexure A and B**).

The primary stakeholders of ITAC are: the Department of Trade, Industry and Competition (DTIC); and its agencies; the Portfolio Committee on DTIC; Industrial and agricultural and other economic enterprises; Industry and agricultural associations; the Department of Agriculture, Forestry and Fisheries; ITAC staff, and Organised Labour while additional stakeholders are: the National Treasury; the South African Revenue Service; Other government departments and parastatals; the WTO, SACU, SADC and other international trade institutions; and Service providers.

As per ITAC's legislative mandate, the core functions of ITAC are to conduct customs duty investigations, trade remedy investigations, and import and export control. These core functions are summarised below as part of the internal environment analysis:

4.2.1 Customs Tariffs

The point of departure for both IPAP and the TPSF is that, for sustained growth and development, South Africa cannot rely on the export potential of its mineral resources and other commodities alone. There is a pressing need for more diversification. This requires promotion of increased value addition into non-traditional tradable goods that compete in export markets as well as against imports. High value-added goods, besides operating in dynamic high-growth markets, are also more labour-intensive. The NGP identifies manufacturing as one of the employment drivers.

Tariffs are an instrument of industrial policy and are applied in a manner that seeks to achieve set economic outcomes. ITAC's tariff policy will continue to follow a developmental approach to tariff setting for both agricultural and industrial goods. This avoids a rigid blanket increase or blanket reduction in tariffs. Tariffs are an instrument of industrial policy. ITAC's recommendations are evidence-based and are made on a case-by-case basis, and take account of the applicable policy, in particular industrial policy. The focus is on outcomes, being, increased domestic production and investment, job retention and creation, as well as international competitiveness and ITAC is paying increasing attention to measuring the outcomes of its interventions.

The majority of applications for tariff support and trade remedies relate to low-priced imports originating in emerging economies, especially in East Asia. Tariff support, in particular, for downstream value-adding and labour-intensive sectors is critical and ITAC generally provides such support as a matter of policy. However, difficult global market conditions for some of the upstream intermediate inputs, particularly the global steel crisis, caused ITAC to recommend tariff increases on upstream products, albeit subject to reciprocal commitments and a monitoring mechanism. This was an exception. Ordinarily, ITAC seeks to contribute to the reduction of the cost of production locally by reducing duties on primary and intermediate inputs into downstream labour-intensive manufacturing activities.

Analysing the trend of tariff increases since the establishment of ITAC, there have been two distinct periods with differing trends. In the first period from 2003 to 2008, there was a downward trend in tariff increases, which can be explained by government's policy approach and the relatively favourable economic conditions globally and domestically at the time. From 2009 onwards, an upward trend in tariff increases was evident as a result of the negative

effects of the global economic crisis, domestic cost pressures and the shift towards developmental trade policies. As a result, the year 2012/13 saw the highest number of tariff increases since 2003. The total number of product specific tariff increases was nine in 2012/13, declining to six in 2013/14. For the year 2014/15, there were nine individual product tariff increases and seven in 2015/16. Finally, for the year 2016/17 there were seven tariff increases, eight in 2017/18 and five in 2018/19.

Currently, tariffs applied to industrial goods, including those in sensitive sectors, are already at the WTO bound rates or close thereto. Consequently, there is limited policy space for some of the industrial goods, including downstream steel products where tariff increases have been explored, to increase support to industries that are increasingly becoming subject to pressure from low-priced value-added imports. It will therefore be critical for affected industries to explore applying for trade remedies (which include safeguard measures) in order to obtain protection against dumped or low priced imports. ITAC will increase its communication with local manufacturers in order to alert them to the available instruments.

For agricultural goods, the tariff setting process has unique requirements and considerations. Subsidies offered in a number of countries to farmers affect global supply of agricultural products and have the effect of depressing world prices to the detriment of farmers in importing countries. This distortion in world prices is considered when determining an appropriate level of tariff for agricultural products. Further, account is taken of the profitability and interests of primary producers, value-added goods producers, and inflationary effects on consumers, particularly the poor.

In light of the weak global economic conditions and the relatively low economic growth forecast for South Africa, ITAC will continue to be under pressure to consider tariff support and trade remedies for domestic producers. These conditions require flexibility on the part of ITAC in addressing possible trade imbalances, failing which there will be adverse consequences for domestic producers and jobs as well as consumers. Further, to encourage domestic firms towards greater investment and employment, ITAC will intensify its focus on the reciprocal commitments which applicants should make in exchange for tariff support and monitor adherence to those commitments.

There is a need for a more coordinated approach to ITAC's interventions. In addition to tariff support and reciprocal commitments, ITAC will, where appropriate, adopt an approach similar to the one used previously in the case of the Steel industry. In that case, Arcelor Mittal South Africa Ltd (AMSA), the sole supplier of primary steel, was granted tariff support. Mindful of this, the then Minister of Economic Development established a Committee of the

Commission to monitor AMSA's pricing regime to ensure that downstream producers are not harmed by the reduction in import competition as a result of the tariff support. This Committee is also responsible for monitoring all the reciprocal commitments by AMSA, including production, investment and employment. In this regard, ITAC will leverage on the sector master plans currently being put in place for various sectors. ITAC will continue to conduct impact assessments to assess the impact of the support granted and where reciprocal commitments were made, evaluate adherence to such commitments. ITAC's three year reviews of tariff amendments will also serve this purpose. ITAC will require additional resources to effectively discharge this function. Currently, the position of Chief Economist which is critical in enabling ITAC to conduct impact assessments and trade monitoring is vacant due to the shortage of financial resources. ITAC welcomes the National Treasury's observation of the need for ITAC to be allocated more resources to enhance its capacity in this regard. (Economic transformation, inclusive growth, and competitiveness: Towards an Economic Strategy for South Africa, National Treasury 2019)

ITAC, through trade monitoring initiatives, can play a positive role in assisting firms with market intelligence, particularly from the perspective of international trade trends. This may include identifying changes in trade flows, potential threats from international suppliers and opportunities in other markets. The holistic approach adopted in the case of the steel crisis optimises value for government's policy interventions and has set a standard for the future. Experience shows that there is no silver bullet to multifaceted problems faced by various productive sectors of the economy. What is needed, therefore, are coordinated measures on all fronts and this presents complexities that require flexibility and innovation.

ITAC continues to administer the Automotive Production and Development Programme (APDP), which replaced the Motor Industry Development Programme (MIDP) in 2013, through appropriate regulations and guidelines. The APDP is a production incentive scheme for the motor industry aimed at significantly growing production volumes in the specified motor vehicle industry, promoting value addition in the automotive component industry thus creating investment and employment opportunities across the automotive value chain. The APDP programme has four elements, and ITAC administers three of those elements namely; Tariffs, Production Incentive (PI) and Vehicle Assembly Allowance (VAA). The fourth element, Automotive Investment Scheme (AIS), is administered by the DTIC. The programme will be replaced by the APDP Phase 2 in 2021 in line with the Automotive Masterplan. In line with the policy directive from the Minister of Trade, Industry and Competition, ITAC will amend the existing legislation, regulations and guidelines in order to operationalise the policy.

4.2.2 Trade Remedies

ITAC administers three types of trade remedies, viz., anti-dumping, countervailing and safeguard measures. The use of trade remedies is consistent with the objects of the ITA Act, being to foster economic growth and development in order to raise incomes and promote investment and employment in South Africa and SACU. Trade remedies are used to combat unfair trade practices (anti-dumping and countervailing measures) and fair trade practices in cases of unforeseen surges in imports which cause or threaten to cause serious injury to local producers (safeguard measures).

Of the three types of trade remedies administered by ITAC, anti-dumping is traditionally the most frequently used, both globally and in South Africa. In the years 1995 to 2018, the Commission initiated 13 countervailing investigations, in comparison to the 231 anti-dumping investigations initiated and in the years 2007 to 2018, only two countervailing investigations were initiated. Although only five safeguard investigations have been conducted since ITAC came into existence, more interest has been shown in this instrument since 2012 with investigations involving lysine, frozen potato chips, hot rolled steel, and cold rolled steel being conducted between that year and 2017. In 2018, ITAC conducted a safeguard investigation in relation to set-screws, hexagonal nuts and following engagements with a number of industries, is expecting to receive more applications going forward. An investigation on frozen chicken portions in terms of the TDCA/EPA was initiated in 2016 and measures were imposed in 2018.

ITAC will continue to be rigorous in its investigations. The investigation time frames applicable in respect of these instruments are critical as they are governed not only by domestic South African law but also WTO Agreements. In view of the relatively low bound rates to which South Africa committed itself under the WTO, and the fact that most tariffs are currently set at or close to the WTO bound rate, trade remedies have become important in levelling the playing field for local producers, and where appropriate, protecting them against unforeseen surges in imports which cause or threaten to cause serious injury. Communication with industry will be critical to alert them to the availability of these instruments.

ITAC plays a critical role in supporting the South African and SACU teams in trade negotiations. Litigation will continue to be a challenge in this complex and technical area of work. All jurisdictions active in this field have to contend with this reality. At a multilateral level, a major part of the WTO Settlement

of Disputes procedures involves trade remedies cases. Enhancing the capacity of ITAC's legal unit and legal training for investigators will continue to be a priority. The importance of being procedurally and substantively compliant in carrying out trade remedies investigations cannot be overemphasised.

4.2.3 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 makes a contribution 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 with regard to import and export control measures and enforcement, collaborating with other government agencies as stated earlier. 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 of 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. The Minister renewed the policy directive until March 2020 after the initial term expired. The possibility of replacing the PPS with an export duty is being explored jointly with the DTIC, National Treasury and SARS.

The import and export control has been adversely affected by the shortage of financial resources. In particular, the capacity to execute work has been impaired by: i) substantially reduced travel and subsistence budget, which is critical given that inherent in enforcement work, cannot be properly executed without field work; ii) shortage of vehicles; and iii) shortage of enforcement officers. It is imperative for ITAC to be allocated more resources in order to address these challenges.

PART C: MEASURING PERFORMANCE

5. OVERVIEW OF 2020/21 BUDGET AND MTEF ESTIMATES

5.1 Expenditure Estimates for Programmes and Sub-programmes

	2020/21	2021/22	2022/23
Customs Tariffs Investigations (R thousand)	30,405	32,223	34,135
Customs Tariff Reduction Investigations	4,561	4,833	5,120
Customs Tariff Increase Investigations	6,081	6,445	6,827
Customs Tariff Rebates Investigations	4,561	4,833	5,120
Customs Duty Rebate and Drawback permits	1,520	1,611	1,707
Automotive Production Development Programme	6,081	6,445	6,826
EPC	1,520	1,611	1,707
CSP	1,520	1,611	1,707
PRCC	1,520	1,611	1,707
Verifications	3,041	3,223	3,414

	2020/21	2021/22	2022/23
Trade Remedies (R thousand)	20,389	21,604	22,874
Trade Remedies Investigations	20,389	21,604	22,874

	2020/21	2021/22	2022/23
Import and Export Control (R thousand)	14,598	15,470	16,385
Number of Import Control Permits Issued	2,920	3,094	3,277
Number of Export Control Permits Issued	2,920	3,094	3,277
Number of Scheduled Inspections	2,920	3,094	3,277
Number of Unscheduled Inspections	2,920	3,094	3,277
Number of Import and Export Investigations	2,918	3,094	3,277

	2020/21	2021/22	2022/23
Administration	48,508	50,893	51,305
Support services	46,083	48,348	48,740
Number of Impact Studies Conducted	2,425	2,545	2,565
Number of Trade Monitoring Reports Released	0	0	0
Provide Technical Advice to the dti	0	0	0

	2020/21	2021/22	2022/23	2021/22 % change	2022/23 % change	2019/20
Consolidated						
Expenses	113 900	120 190	124 699			108 901
Customs Tariff investigations	30 405	32 223	34 135	5.98%	5.93%	31 141
Trade Remedies	20 389	21 604	22 874	5.96%	5.88%	15 568
Import and export control	14 598	15 470	16 385	5.96%	5.92%	15 568
Administration	48 508	50 893	51 305	4.92%	0.81%	46 624
Revenue	113 900	120 190	124 699	5.52%	3.75%	108 901
EDD Transfers	112 384	118 597	123 027	5.53%	3.74%	106 928
Interest received	1 279	1 343	1 410	5.00%	4.99%	1 745
Other income	237	250	262	5.48%	4.80%	228

6. ITAC's Programme Performance Information

6.1 Customs Tariffs Investigations

Purpose: promote, in a complementary manner, domestic production, job retention and creation, and international competitiveness.

6.1.1 Sub-Programmes: Customs Tariff Reduction Investigations

Purpose: Purpose: cost reduction and increase global competitiveness.

6.1.2 Sub-Programmes: Customs Tariff Increase Investigations

Purpose: promotion of sustainable economic development through the improvement of international competitiveness and optimal use of resources.

6.1.3 Sub-Programmes: Customs Tariff Rebates Investigations

Purpose: cost reduction of inputs; increase global competitiveness; and promotion of manufacturing activities within SACU.

6.1.4 Customs Duty Rebate and Drawback permits

Purpose: cost reduction of inputs; competitiveness in the export market.

6.1.5 Automotive Production and Development Programme (APDP)

Purpose: create an enabling environment for motor vehicle manufacturers to significantly grow production volumes and component manufacturers to significantly grow value addition, leading to the creation of additional employment opportunities across the automotive value chain.

6.1.6 Sub-Programmes: EPC

Purpose: improvement in global competitiveness of motor vehicle and component manufacturing industry.

6.1.7 Sub-Programmes: CSP

Purpose: increase production volumes in the automotive sector.

6.1.8 Sub-Programmes: PRCC

Purpose: promote value-addition by final manufacturers of qualifying motor vehicles, components and tooling in terms of the Production Incentive.

6.1.9 Sub-Programmes: Verifications

Purpose: ensure compliance in order to safeguard the integrity of the programme.

6.2 Trade Remedies Investigations

Purpose: Action against unfair trade and a surge of imports in order to sustain jobs, investment and industrialization and to enhance international competitiveness.

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 Number of Import Control Permits Issued

Purpose: ensure that imported second hand goods do not destroy SACU manufacturing industry.

6.3.2 Number of Export Control Permits Issued

Purpose: assist in enhancing beneficiation of goods prior to exportation; ensure compliance with the provisions of international agreements; assist in enhancing control over the outflow of goods regarded as being strategic in nature.

6.3.3 Number of Scheduled Inspections

Purpose: ensure compliance with the provisions of the ITA Act, the Import and Export Control Regulations and conditions contained in rebate and import permits.

6.3.4 Number of Un-Scheduled Inspections

Purpose: detect non- compliance with the ITA Act, Import and Export Control Regulations and import and export permit conditions.

6.3.5 Number of Import and Export Investigations

Purpose: investigate instances where prima facie evidence of non-compliance with rebate and import/export permit conditions, the Regulations or the ITA Act is detected.

6.4 Number of Impact Studies Conducted

Purpose: ensure that ITAC's trade instruments are efficiently and effectively utilised towards the realisation of the NGP targets.

6.5 Number of Trade Monitoring Reports Released

Purpose: monitor and evaluate trade flows from time to time in order to identify opportunities and risks in priority sectors.

6.6 Number of Reciprocal Commitments Reports Released

Purpose: It gauges the performance of beneficiaries of tariff and rebate supports against the policy objectives of government for which the applicants have committed to.

6.7 Number of Reports Released on ITAC's Contribution to National Sector Masterplans and the Implementation of the African Continental Free Trade Agreement.

Purpose: It gauges the contribution of ITAC to the industry policy objectives as directed by the Minister of Trade and Industry, including the development and implementation of National Sector Masterplans and the African Continental Free Trade Agreement.

6.8 Provide Technical Advice to thedti

Purpose: provides technical support on ITAC's instruments to the dti in relation to the Multilateral, Regional and Bilateral Trade Negotiations on behalf of South Africa.

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited outcome			Revised Estimate	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Efficient administration of trade instruments: customs tariffs.	Customs Tariff Investigations	Final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions within 6 months.	11% of the final decisions within 6 months.	100% 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 the final decisions within 6 months.	80% of the final decisions within 6 months.
		Final decisions made within 6 months on Custom Tariffs Increase Investigations	50% of the final decisions within 6 months.	40% of the final decisions within 6 months.	43% 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 the final decisions within 6 months.	80% of the final decisions within 6 months.
		Final decisions made within 6 months on Custom Tariffs Rebates Investigations	70% of the final decisions within 6 months.	69% of the final decisions within 6 months.	62% 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 the final decisions within 6 months.	80% of the final decisions within 6 months.
	Customs Duty Rebate and Drawback permits	Customs Duty Rebate and Drawback permits issued within 14 days.	99% of the issued permits were within 14 days.	97% of the issued permits were within 14 days.	95% of the issued permits were within 14 days.	80% of the issued permits were within 14 days.	80% of the issued permits were within 14 days.	80% of the issued permits were within 14 days.	80% of the issued permits were within 14 days.
	Automotive Production Development Programme (APDP)	Eligible Production Certificates (EPCs) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	94% of the certificates were issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	99% of the certificates were issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	96% of the certificates were issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of the certificates issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of the certificates issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of the certificates issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of the certificates issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited outcome			Revised Estimate	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
		Company Specific Percentages (CSPs) issued within 10 working days	New Indicator	New Indicator	New Indicator	80% of the certificates issued within 10 working days	80% of the certificates issued within 10 working days	80% of the certificates issued within 10 working days	80% of the certificates issued within 10 working days
		Production Rebate Credit Certificates (PRCCs) issued within 30 days.	99% of the certificates issued were within 30 days.	99% of the certificates issued were within 30 days.	98% of the certificates issued were within 30 days.	80% of the certificates issued within 30 days.	80% of the certificates issued within 30 days.	80% of the certificates issued within 30 days.	80% of the certificates issued within 30 days.
		APDP Verifications completed within 90 days.	99% of the verifications finalised were completed within 90 days.	94% of the verifications finalised were completed within 90 days.	96% of the verifications finalised were completed within 90 days.	80% of the verifications completed within 90 days.	80% of the verifications completed within 90 days.	80% of the verifications completed within 90 days.	80% of the verifications completed within 90 days.
Efficient administration of trade instruments: trade remedies.	Trade Remedies Investigations	Preliminary determination decisions made within 6 months of initiation of Trade Remedy Investigation	100% decisions made within 6 months of initiation.	No decisions made within 6 months of initiation.	100% decisions made within 6 months of initiation.	80% decisions made within 6 months of initiation.	80% decisions made within 6 months of initiation.	80% decisions made within 6 months of initiation.	80% decisions made within 6 months of initiation.
		Final determination decisions made within 10 months of initiation of Trade Remedy Investigation.	No decisions made within 10 months of initiation.	No decisions made within 10 months of initiation.	100% decisions made within 10 months of initiation.	80% decisions made within 10 months of initiation.	80% decisions made within 10 months of initiation.	80% decisions made within 10 months of initiation.	80% decisions made within 10 months of initiation.

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited outcome			Revised Estimate	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Effective administration of trade instruments: Import and Export Control.	Import Control Permits	Number of Import Control Permits issued	18660	20192	19267	16000	16000	16000	16000
	Export Control Permits	Number of Export Control Permits issued	12828	13411	15183	12000	12000	12000	12000
	Enforcement (Scheduled Inspections) -	Number of Scheduled - Inspections conducted.	505	482	466	500	120	240	240
	Enforcement (Un-Scheduled Inspections) -	Number of Un-scheduled - Inspections conducted.	2866	3309	2094	500	1800	240	240
	Enforcement (Investigations)	Number of Import and Export investigations conducted.	13	19	18	20	12	12	12
Provide Technical Advice to the dti.	Formal submissions written to the dti depending on requests received.	Percentage of formal submissions written to the dti relative to requests received.	New Indicator	New Indicator	New Indicator	New Indicator	Formal submissions written to dti for 80% of requests received.	Formal submissions written to dti for 80% of requests received.	Formal submissions written to dti for 80% of requests received.
	Attendance of the dti arranged regional and bilateral negotiations.	Percentage of attendance of the dti arranged multilateral, regional and bilateral negotiations.	ITAC attended 100% of the dti arranged multilateral, regional and bilateral negotiations	ITAC attended 100% of the dti arranged multilateral, regional and bilateral negotiations	ITAC attended 100% of the dti arranged multilateral, regional and bilateral negotiations	ITAC attended 100% of the dti arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dti arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dti arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dti arranged multilateral, regional and bilateral negotiations

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited outcome			Revised Estimate	MTEF Period		
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Monitoring and Evaluation	Impact Studies	Number of Impact Studies conducted.	3 Reports issued	2 Reports issued	8 Reports issued	5 Reports issued	4 Reports issued	4 Reports issued	4 Reports issued
	Trade monitoring	Trade monitoring Reports released.	2 Reports issued	0 Reports issued	2 Reports issued	4 Reports issued	2 Reports issued	2 Reports issued	2 Reports issued
	Reciprocal Commitments	Reciprocal Commitments report issued.	1 Report issued	1 Report issued	2 Reports issued	2 Reports issued	2 Reports issued	2 Reports issued	2 Reports issued
	Contribution to National Sector Masterplans and the Implementation of the African Continental Free Trade Agreement.	Reports released on ITAC's Contribution to National Sector Masterplans and the Implementation of the African Continental Free Trade Agreement.	New indicator	New indicator	New indicator	Not Applicable	2 Reports issued	2 Reports issued	2 Reports issued
	Developed and/or reviewed policies/regulations in respect of ITAC instruments.	Developed and/or reviewed policies/regulations in respect of ITAC instruments.	Reviewed Safeguard Regulations (Not submitted to minister for approval)	Reviewed Anti-Dumping Regulations (Submitted to minister for approval)	Reviewed Safeguard Regulations (Not submitted to minister for approval)	Reviewed Safeguard Regulations (Submitted to minister for approval)	Reviewed Safeguard Regulations (Submitted to minister for approval)	Reviewed Anti-Dumping Regulations (Submitted to minister for approval)	Reviewed Anti-Dumping Regulations (Submitted to minister for approval)

INDICATORS, ANNUAL and QUARTERLY TARGETS

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions made within 6 months on Custom Tariffs Reduction Investigations
Final decisions made within 6 months on Custom Tariffs Increase Investigations	80% of the final decisions made within 6 months on Custom Tariffs Increase Investigations	80% of the final decisions made within 6 months on Custom Tariffs Increase Investigations	80% of the final decisions made within 6 months on Custom Tariffs Increase Investigations	80% of the final decisions made within 6 months on Custom Tariffs Increase Investigations	80% of the final decisions made within 6 months on Custom Tariffs Increase Investigations
Final decisions made within 6 months on Custom Tariffs Rebates Investigations	80% of the final decisions made within 6 months on Custom Tariffs Rebates Investigations	80% of the final decisions made within 6 months on Custom Tariffs Rebates Investigations	80% of the final decisions made within 6 months on Custom Tariffs Rebates Investigations	80% of the final decisions made within 6 months on Custom Tariffs Rebates Investigations	80% of the final decisions made within 6 months on Custom Tariffs Rebates Investigations
Customs Duty Rebate and Drawback permits issued within 14 days	80% of Customs Duty Rebate and Drawback permits issued within 14 days	80% of Customs Duty Rebate and Drawback permits issued within 14 days	80% of Customs Duty Rebate and Drawback permits issued within 14 days	80% of Customs Duty Rebate and Drawback permits issued within 14 days	80% of Customs Duty Rebate and Drawback permits issued within 14 days
Eligible Production Certificates (EPCs) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.
Company Specific Percentages (CSPs) issued within 10 working days.	80% of certificates (CSPs) issued within 10 working days.	80% of certificates (CSPs) issued within 10 working days.	80% of certificates (CSPs) issued within 10 working days.	80% of certificates (CSPs) issued within 10 working days.	80% of certificates (CSPs) issued within 10 working days.
Production Rebate Credit Certificates (PRCCs) issued within 30 days.	80% of the certificates (PRCC) issued within 30 days.	80% of the certificates (PRCC) issued within 30 days.	80% of the certificates (PRCC) issued within 30 days.	80% of the certificates (PRCC) issued within 30 days.	80% of the certificates (PRCC) issued within 30 days.

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
APDP Verifications completed within 90 days.	80% of the APDP Verifications completed within 90 days.	80% of the APDP Verifications completed within 90 days.	80% of the APDP Verifications completed within 90 days.	80% of the APDP Verifications completed within 90 days.	80% of the APDP Verifications completed within 90 days.
Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations	80% of the Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations	80% of the Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations	80% of the Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations	80% of the Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations	80% of the Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations
Final determinations decisions made within 10 months of initiation of Trade Remedy Investigations	80% of the Final determination decisions made within 10 months of initiation on Trade Remedy Investigations.	80% of the Final determination decisions made within 10 months of initiation on Trade Remedy Investigations.	80% of the Final determination decisions made within 10 months of initiation on Trade Remedy Investigations.	80% of the Final determination decisions made within 10 months of initiation on Trade Remedy Investigations.	80% of the Final determination decisions made within 10 months of initiation on Trade Remedy Investigations.
Number of Import Control Permits issued	16000	4000	4000	4000	4000
Number of Export Control Permits issued	12000	3000	3000	3000	3000
Number of Scheduled - Inspections conducted.	120	30	30	30	30
Number of Un-scheduled - Inspections conducted.	1800	450	450	450	450
Number of Import and Export investigations conducted.	12	3	3	3	3
Percentage of formal submissions written to the dti relative to requests received.	Formal submissions written to dti for 80% of requests received.	Formal submissions written to dti for 80% of requests received.	Formal submissions written to dti for 80% of requests received.	Formal submissions written to dti for 80% of requests received.	Formal submissions written to dti for 80% of requests received.

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of attendance of the dti arranged multilateral, regional and bilateral negotiations.	ITAC attended 80% of the dti arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dti arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dti arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dti arranged multilateral, regional and bilateral negotiations	ITAC attended 80% of the dti arranged multilateral, regional and bilateral negotiations
Number of Impact Studies conducted.	4 Reports issued	1 st Impact Study Report.	2 nd Impact Study Report.	3 rd Impact Study Report.	4 th Impact Study Report.
Trade monitoring Reports released.	2 Reports issued	N/A	1 st Trade Monitoring Report.	N/A	2 nd Trade Monitoring Report.
Reciprocal Commitment Reports issued.	2 Reports issued	N/A	1 st Reciprocal Commitment Report issued.	N/A	2 nd Reciprocal Commitment Report issued.
Reports issued on ITAC's Contribution to National Sector Masterplans and the Implementation of the African Continental Free Trade Agreement.	2 Reports issued	N/A	1 st Report on ITAC's Contribution to National Sector Masterplans and the Implementation of the African Continental Free Trade Agreement issued.	N/A	2 nd Reciprocal Commitment Report on ITAC's Contribution to National Sector Masterplans and the Implementation of the African Continental Free Trade Agreement issued.
Developed and/or reviewed policies/regulations in respect of ITAC instruments.	Reviewed Safeguard regulations submitted to the minister for approval.	Hold discussions with Trade Remedies Business Units on the proposed Safeguard regulations reviews.	Hold discussions with Trade Remedies Business Units on the proposed Safeguard regulations reviews.	Finalise discussions with Trade Remedies Business Units on the proposed Safeguard regulations reviews.	Reviewed Safeguard regulations submitted to the minister for approval.

PART D: TECHNICAL INDICATOR DISCRIPTIONS (TID)

1. Final decisions made within 6 months on Custom Tariffs Reduction Investigations

Indicator title	Final decisions made within 6 months on Custom Tariffs Reduction Investigations
Definition	The indicator displays the turnaround times of finalised tariff amendment investigations presented to the Commission.
Source of data	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission.
Method of calculation/Assessment	The indicator is calculated by counting the months taken to finalise all the tariff amendment investigations presented to the Commission on a quarterly basis. Date of duly completed application to date of final Commission meeting.
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	Efficient administration of customs tariff reductions
Indicator responsibility	Senior Managers: Tariffs I & II

2. Final decisions made within 6 months on Custom Tariffs Increase Investigations

Indicator title	Final decisions made within 6 months on Custom Tariffs Increase Investigations
Definition	The indicator displays the turnaround times of finalised tariff amendment investigations presented to the Commission.
Source of data	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission.
Method of calculation/Assessment	The indicator is calculated by counting the months taken to finalise all the tariff amendment investigations presented to the Commission on a quarterly basis. Date of duly completed application to date of final Commission meeting.
Assumptions	This indicator is based on the assumption that: all the information required and supporting documents have been submitted; that there were no extensions requested on comments to be submitted; and there was no litigation against ITAC during 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 customs tariffs increase investigations
Indicator responsibility	Senior Managers: Tariffs I & II

3. Final decisions made within 6 months on Custom Tariffs Rebate Investigations

Indicator title	Final decisions made within 6 months on Custom Tariffs Rebate Investigations
Definition	The indicator displays the turnaround times of finalised tariff amendment investigations presented to the Commission.
Source of data	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission.
Method of calculation/Assessment	The indicator is calculated by counting the months taken to finalise all the tariff amendment investigations presented to the Commission on a quarterly basis. Date of duly completed application to date of final Commission meeting.
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	Efficient administration of customs tariffs rebate investigations
Indicator responsibility	Senior Managers: Tariffs I & II

4. Custom Tariffs Rebate and drawback permits issued within 14 days

Indicator title	Custom Tariffs Rebate and drawback permits issued within 14 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. Date of duly completed application to date of issue.
Assumptions	This indicator is based on the assumption 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 rebates and drawback permits
Indicator responsibility	Senior Managers: Tariffs I & II

5. Eligible Production Certificates (EPCs) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.

Indicator title	Eligible Production Certificates (EPCs) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.
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.
Method of calculation/Assessment	The indicator is calculated by counting the number of days taken to issue EPCs from the date of a duly completed application.
Assumptions	This indicator is based on the assumption 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 the APDP.
Indicator responsibility	Senior Manager: Tariff Investigations II.

6. Company Specific Percentages (CSPs) issued within 10 working days.

Indicator title	Company Specific Percentages (CSPs) issued 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 days taken to issue CSPs from the date of duly completed application.
Assumptions	This indicator is based on the assumption 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 the APDP.
Indicator responsibility	Senior Manager: Tariff Investigations II.

7. PRCCs issued within 30 days.

Indicator title	PRCCs issued within 30 days.
Definition	The indicator displays the time taken to finalise PRCCs 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 PRCCs is kept on the V-drive.
Method of calculation/Assessment	The indicator is calculated by counting the number of days taken to issue PRCCs from the date of duly completed application.
Assumptions	This indicator is based on the assumption 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 the APDP.
Indicator responsibility	Senior Manager: Tariff Investigations II.

8. APDP Verifications completed within 90 days

Indicator title	APDP Verifications completed within 90 days.
Definition	The indicator intends to show the time taken to finalise APDP verifications in order to ensure compliance and enforcement with regards to APDP legislation and practice.
Source of data	A database to record the time taken to finalise APDP verifications is kept on the V-drive.
Method of calculation/Assessment	The indicator is calculated by counting the number of days taken to finalize investigations from the date of initiation.
Assumptions	This indicator is based on the assumption 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 the APDP.
Indicator responsibility	Senior Manager: Tariff Investigations II.

9. Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations

Indicator title	Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations
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 6 months of the initiation of an investigation, the Commission makes a preliminary determination, 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 these 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 publication of the provisional determination (6months).
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

10. Final determination decisions made within 10 months of initiation on Trade Remedies Investigations

Indicator title	Final determination decisions made within 10 months of initiation on Trade Remedies Investigations
Definition	The indicator displays the turnaround times of final 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 6 months of the initiation of an investigation, the Commission makes a preliminary determination, a report is issued and the determination is published in the government gazette. After the Commission's final determination and recommendation is approved by the Minister of Trade and Industry, a final report is issued and the final determination gazette. This should normally happen within 10 months of the date of initiation of an investigation.
Source of data	Initiation notices; notice of preliminary determination and notice of final determinations are published in the Government Gazette. Copies of these 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 publication of the final determination (10months).
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

11. Number of Import Control Permits issued

Indicator title	Number of Import Control Permits issued
Definition	The indicator displays the turnaround time of final determinations made by the Commission.
Source of data	The information comes from the electronic import 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 permits processed on the electronic permit system, forwarded to and accepted by the electronic SARS system
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	Import permits are issued at the request of compliant importers, wanting to import controlled goods. Higher performance than targeted does therefore not necessarily imply higher performance by ITAC.
Indicator responsibility	Senior Manager Import and Export Control

12. Number of Export Control Permits issued

Indicator title	Number of Export Control Permits issued
Definition	The indicator intends to show how many permits were issued for the exportation of goods regulated for environmental, health safety, strategic or international agreement purposes.
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 permits processed on the electronic permit system, forwarded to and accepted by the electronic SARS system
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A

	<ul style="list-style-type: none"> • 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	Export permits are issued at the request of compliant importers, wanting to import controlled goods. Higher performance than targeted does therefore not necessarily imply higher performance by ITAC
Indicator responsibility	Senior Manager Import and Export Control

13. Number of Scheduled Inspections conducted

Indicator title	Number of Scheduled Inspections conducted
Definition	The indicator intends to show the number of Scheduled inspections conducted with regard to goods imported under rebate of import duty and for which imports rebate and import permits were issued.
Source of data	The information comes from inspection reports of investigators and the inspection register kept by the Manager.
Method of calculation/Assessment	The Senior Manager adds all Scheduled inspections reports and inspections recorded in the inspection register.
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	Scheduled inspections are conducted to ensure that importers who import under rebate of import duty and who received rebate and import permits are complying with permit conditions and to detect non-compliance with provisions of the ITA Act, the Import Control Regulations and Import and rebate permit conditions. Higher performance than targeted does therefore not necessarily implies higher performance by ITAC.
Indicator responsibility	Senior Manager Import and Export Control

14. Number of Un-Scheduled Inspections

Indicator title	Number of Un-Scheduled Inspections conducted
Definition	The indicator intends to show the number of Un-scheduled Inspections conducted with regard to controlled goods imported or exported.
Source of data	The Senior Manager collects this information from inspection reports prepared by investigators.
Method of calculation/Assessment	The Senior Manager adds all un-scheduled inspections conducted and recorded in reports.
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	Unscheduled inspections are pro- actively conducted to verify compliance and detect non-compliance with the provisions of the ITA Act, the Import and Export Control Regulations and import and export permit conditions. . Higher performance than targeted implies higher performance by ITAC.
Indicator responsibility	Senior Manager Import and Export Control

15. Number of import and export control Investigations conducted

Indicator title	Number of import and export control Investigations conducted
Definition	The indicator intends to show the number of Investigations conducted with regard to controlled goods imported and exported or destined to be exported where non -compliance occurred
Source of data	The information is collected by the Senior Manager from Investigation reports prepared by the investigators.
Method of calculation/Assessment	The Senior Manager adds all Investigation reports to calculate the number of investigations undertaken.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A

	<ul style="list-style-type: none"> • 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	Investigations are conducted in instances where Scheduled or Unscheduled Inspections reveal non-compliance with permit conditions, the Regulations or the ITA Act or where other enforcement agencies have reported alleged non-compliance. Higher performance than targeted imply higher performance by ITAC.
Indicator responsibility	Senior Manager Import and Export Control

16. Percentage of formal submissions written to the dti relative to requests received.

Indicator title	Percentage of formal submissions written to the dti relative to requests received.
Definition	ITAC provides technical support on its instruments to the Department of Trade and Industry which conducts Multilateral, Regional and Bilateral Trade Engagements on behalf of South Africa. Due to the technical nature of the work, the dti cannot conduct these negotiations without the inputs from by ITAC. When formal requests as are received, ITAC will prepare formal submissions written to the dti.
Source of data	Formal submissions to the dti prepared and signed off by CC.
Method of calculation/Assessment	Percentage of formal submissions written to the dti relative to requests received.
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	Sound Technical Advice provided to the dti.
Indicator responsibility	Senior Managers in Core Business

17. Attendance of the dti arranged multilateral, regional and bilateral negotiations.

Indicator title	Attendance of the dti arranged multilateral, regional and bilateral negotiations
Definition	ITAC provides technical support on its instruments to the Department of Trade and Industry, which conducts Multilateral, Regional and Bilateral Trade Negotiations on behalf of South Africa. Due to the technical nature of the work, the dti cannot conduct these negotiations without the inputs from by ITAC. Attendance to the dti arranged multilateral, regional and bilateral negotiations by ITAC is crucial.
Source of data	dti arranged multilateral, regional and bilateral engagements invitations
Method of calculation/Assessment	Percentage of attendance of the dti arranged multilateral, regional and bilateral negotiations
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	Sound Technical Advice provided to the dti.
Indicator responsibility	Senior Managers in Core Business

18. Number of Impact Studies conducted

Indicator title	Number of Impact Studies conducted
Definition	The indicator is important in order to ensure alignment of ITAC to the NGP and National Development Plan (NDP). The realisation of the above key policy objectives remains critical in ensuring that ITAC's trade instruments are efficiently and effectively utilised towards the realisation of the NGP targets.
Source of data	ITAC website (reports are up-loaded)
Method of calculation/Assessment	Comparative analysis and econometric testing.
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	Quarterly
Desired Performance	To be utilised in the process of adjudicating tariff and trade remedies application and provide better and well-informed policy advice to EDD and the dti.
Indicator responsibility	Deputy Chief Commissioner

19. Trade Monitoring Reports released

Indicator title	Trade Monitoring Reports released
Definition	Given that the country's economic prospects are highly dependent on global trade and investment patterns, it is imperative for government to monitor and evaluate trade flows from time to time in order to identify opportunities and risks in priority sectors.
Source of data	ITAC website (reports are up-loaded)
Method of calculation/Assessment	Trend analysis and forecasting
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	Bi-Annual
Desired Performance	To contribute to the development debate and provide technical advice on the implementation of trade policy
Indicator responsibility	Deputy Chief Commissioner

20. Reciprocal Commitments report issued.

Indicator title	Reciprocal Commitments report issued.
Definition	Given that the country's economic prospects are highly dependent on global trade and investment patterns, it is imperative for government to monitor and evaluate trade flows from time to time in order to identify opportunities and risks in priority sectors.
Source of data	ITAC website (reports are up-loaded)

Method of calculation/Assessment	Trend analysis and forecasting
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	Bi-Annual
Desired Performance	To contribute to the development debate and provide technical advice on the implementation of trade policy
Indicator responsibility	Deputy Chief Commissioner

21. Reports released on ITAC's Contribution to National Sector Masterplans and the Implementation of the African Continental Free Trade Agreement.

Indicator title	Reports released on ITAC's Contribution to National Sector Masterplans and the Implementation of the African Continental Free Trade Agreement.
Definition	It gauges the contribution of ITAC to the industry policy objectives as directed by the Minister of Trade and Industry, including the development and implementation of National Sector Masterplans and the African Continental Free Trade Agreement.
Source of data	ITAC website (reports are up-loaded)
Method of calculation/Assessment	Number of reports produced.
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	Bi-Annual.
Desired Performance	Positive contribution to National Sector Masterplans and the Implementation of the African Continental Free Trade Agreement.
Indicator responsibility	Deputy Chief Commissioner.

22. Developed and/or reviewed policies/regulations in respect of ITAC instruments.

Indicator title	Developed and/or reviewed policies/regulations in respect of ITAC instruments.
Definition	In order to ensure strategic alignment with the national agenda, ITAC must review its policies and regulations on a regular basis for approval by the Minister.
Source of data	The revised policy or regulation is submitted under a cover submission to the Minister for consideration. The Policy and Research unit keeps a file with record of this.
Method of calculation/Assessment	Proof of actual revised policy or regulation.
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	The indicator keeps record of revised policy or regulation submitted for approval by the Minister. As overall policy direction is given by the EDD Ministry, over or under achievement of targets is not an indicator of performance.
Indicator responsibility	Senior Manager: Policy and Research

PART E: OTHER RELATED DOCUMENTS

ANNEXURE A: CONSOLIDATED INDICATORS

ANNEXURE B: ORGANISATIONAL STRUCTURE

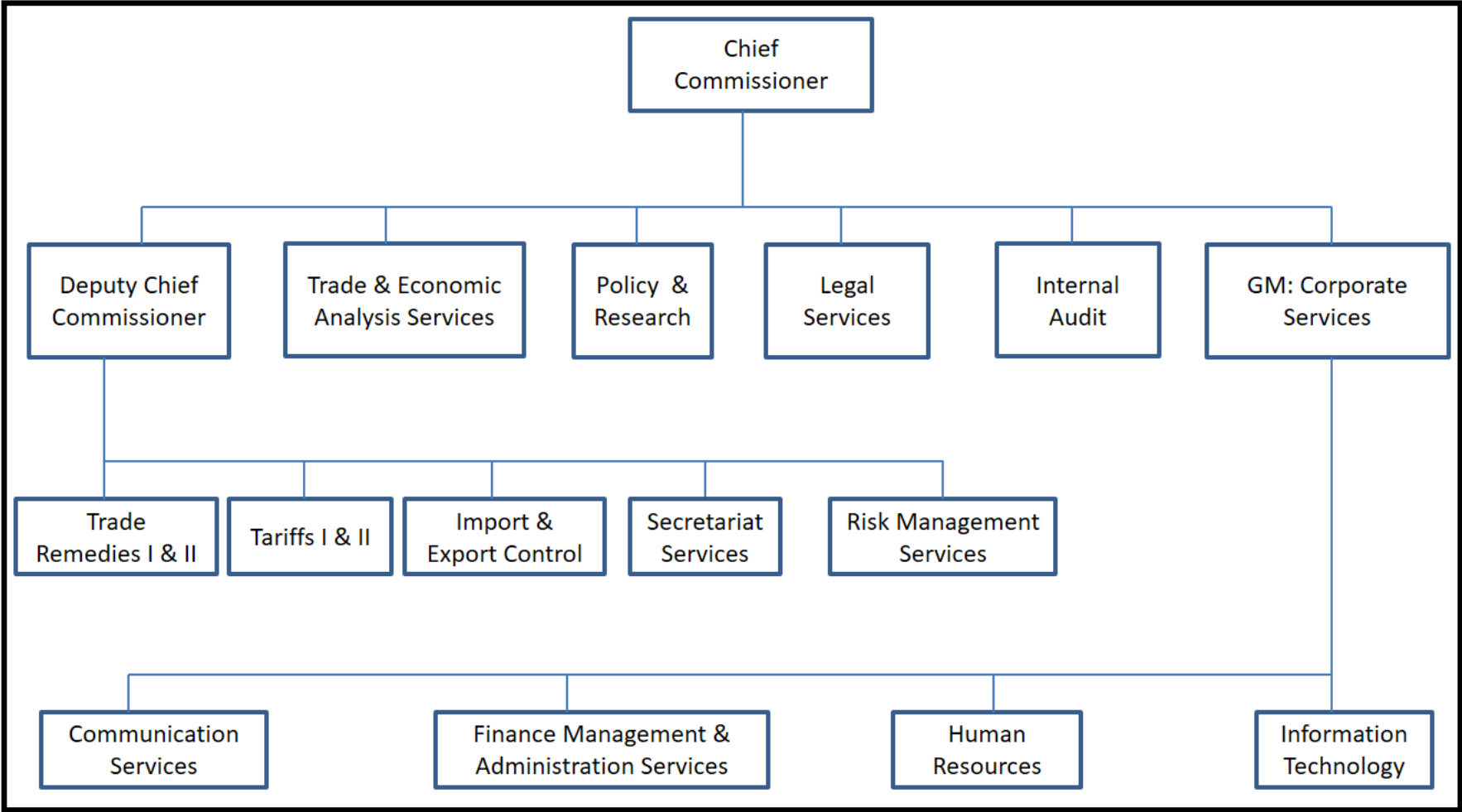
ANNEXURE C: ITAC COMMISSIONERS

ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

Outputs	Output Indicators	Targets	Data Source
Customs Tariff Investigations	Final decisions made within 6 months on Custom Tariffs Reduction Investigations	80% of the final decisions made within 6 months on Custom Tariffs Reduction Investigations	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission.
	Final decisions made within 6 months on Custom Tariffs Increase Investigations	80% of the final decisions made within 6 months on Custom Tariffs Increase Investigations	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission.
	Final decisions made within 6 months on Custom Tariffs Rebates Investigations	80% of the final decisions made within 6 months on Custom Tariffs Rebates Investigations	Quarterly status reports reflecting the number and turnaround timeframes of tariff amendment applications presented to the Commission.
Customs Duty Rebate and Drawback permits	Customs Duty Rebate and Drawback permits issued within 14 days.	80% of Customs Duty Rebate and Drawback permits issued within 14 days	A database to record the time taken to issue Customs Duty Rebate and Drawback permits is kept on the V-drive.
Automotive Production Development Programme (APDP)	Eligible Production Certificates (EPCs) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	A database to record the time taken to issue EPCs is kept on the V-drive.
	Company Specific Percentages (CSPs) issued within 10 working days	80% of certificates (CSPs) issued within 10 working days.	A database to record the time taken to issue CSPs is kept on the V-drive.
	Production Rebate Credit Certificates (PRCCs) issued within 30 days.	80% of the certificates (PRCC) issued within 30 days.	A database to record the time taken to issue PRCCs is kept on the V-drive.
	APDP Verifications completed within 90 days.	80% of the APDP Verifications completed within 90 days.	A database to record the time taken to finalise APDP verifications is kept on the V-drive.
Trade Remedies Investigations	Preliminary determination decisions made within 6 months of initiation of Trade Remedy Investigation	80% of the Preliminary determination decisions made within 6 months of initiation on Trade Remedies Investigations	Initiation notices; notice of preliminary determination is published in the Government Gazette. Copies of these are kept on the ITAC website.
	Final determination decisions made within 10 months of initiation of Trade Remedy Investigation.	80% of the Final determination decisions made within 10 months of initiation on Trade Remedy Investigations.	Initiation notices; notice of preliminary determination is published in the Government Gazette. Copies of these are kept on the ITAC website.
Import Control Permits	Number of Import Control Permits issued	16000	The information comes from the electronic import permit system and is collected by means of reporting functions in the system by the Senior Manager.

Outputs	Output Indicators	Targets	Data Source
Export Control Permits	Number of Export Control Permits issued	12000	The information comes from the electronic export permit system and is collected by means of reporting functions in the system by the Senior Manager.
Enforcement (Scheduled Inspections)	Number of Scheduled -Inspections conducted.	120	The Senior Manager collects this information from inspection reports prepared by investigators.
Enforcement (Un-Scheduled Inspections)	Number of Un-scheduled -Inspections conducted.	1800	The Senior Manager collects this information from inspection reports prepared by investigators.
Enforcement (Investigations)	Number of Import and Export investigations conducted.	12	The information is collected by the Senior Manager from Investigation reports prepared by the investigators.
Formal submissions written to the dti depending on requests received.	Percentage of formal submissions written to the dti relative to requests received.	Formal submissions written to dti for 80% of requests received.	Formal submissions to the dti prepared and signed off by CC.
Attendance of the dti arranged multilateral, regional and bilateral negotiations.	Percentage of attendance of the dti arranged multilateral, regional and bilateral negotiations.	ITAC attended 80% of the dti arranged multilateral, regional and bilateral negotiations	dti arranged multilateral, regional and bilateral engagements invitations
Impact Studies	Number of Impact Studies conducted.	4 Reports issued	ITAC website (reports are up-loaded)
Trade monitoring	Trade monitoring Reports released.	2 Reports issued	ITAC website (reports are up-loaded)
Reciprocal Commitments	Reciprocal Commitments report issued.	2 Reports issued	ITAC website (reports are up-loaded)
Contribution to National Sector Masterplans and the Implementation of the African Continental Free Trade Agreement.	Reports released on ITAC's Contribution to National Sector Masterplans and the Implementation of the African Continental Free Trade Agreement.	2 Reports issued	ITAC website (reports are up-loaded)
Developed and/or reviewed policies/regulations in respect of ITAC instruments.	Developed and/or reviewed policies/regulations in respect of ITAC instruments.	Reviewed Safeguard regulations submitted to the minister for approval.	The revised policy or regulation is submitted under a cover submission to the Minister for consideration. The Policy and Research unit keeps a file with record of this.

ANNEXURE B: ORGANISATIONAL STRUCTURE



ANNEXURE C: ITAC COMMISSIONERS

Chief Commissioner (Full time)

Meluleki Nzimande

Chairperson of the Commission (Part time)

Dr Faizel Ismail

Deputy Chief Commissioner (Full time)

Dumisani Mbambo

Part time Commissioners

Mr Boikanyo Mokgatle

Ms Tanya van Meelis

Mr Etienne Doyle Vlok

Ms Ayanda Hlatshwayo

Ms Phozisa Mbiko

Mr Wandile Sihlobo

Mr Jacobus Cornelius De Beer

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