

INTERNATIONAL TRADE ADMINISTRATION COMMISSION OF SOUTH AFRICA (ITAC)

STRATEGIC PLAN (2025 – 2029)

April 2025

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ABBREVIATIONS AND ACRONYMS

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

EXECUTIVE AUTHORITY STATEMENT

The International Trade Administration Commission of South Africa (ITAC) has prepared its Strategic Plan 2025 –2029 setting out its overall strategy for the 5-year period covered by the Government’s Medium-term Development Plan (MTDP), as required by the Public Finance Management Act. This is the first Strategic Plan prepared in the 7th Administration by ITAC. As noted in the document, ITAC operates in an ever-changing environment that will shape its successive annual performance plans. However, in line with the strategic objectives of the 7th Administration, its various trade-related interventions will focus not only on providing effective trade protection to domestic industries, but also on enhancing inclusive growth and job creation, reducing poverty and tackling the high cost of living, and building a capable, ethical and developmental state.

ITAC’s Strategic Plan [2025 –2029] is hereby submitted to Parliament in accordance with the Revised Framework on Strategic and Annual Performance Plans.



PARKS TAU, MP

MINISTER OF TRADE, INDUSTRY AND COMPETITION

DATE: 08 April 2025

DEPUTY EXECUTIVE AUTHORITY STATEMENT

The International Trade Administration Commission of South Africa (ITAC) Strategic Plan 2025–2029 arrives at a pivotal moment, as global economic and trade dynamics reach an inflection point in the evolution of globalisation. This moment also presents new opportunities for multilateral engagement, allowing countries to redefine their development paths and priorities. At the same time, urgent domestic challenges demand decisive action, requiring interventions that are tailored to the unique needs and circumstances within our borders.

ITAC's strategy reaffirms the essential role of trade policy as a powerful tool for driving inclusive industrialisation, creating jobs, and ensuring economic resilience. Trade instruments stand at the heart of shaping policies that are not only fair and responsive but also transformative for our economy. Through instruments like trade remedies, local businesses are equipped to compete on an equal footing, fostering growth even amid fierce global competition. Meanwhile, tariffs are carefully calibrated to balance the interests of both producers and consumers, ensuring that the benefits of trade reach every corner of the economy.

As the seventh administration progresses, the need to effectively use these trade tools becomes even more pressing. They are central to building a stronger, more inclusive, and sustainable economy that truly reflects the needs and aspirations of the people, laying the groundwork for a prosperous future for the nation.



GODLIMPI ZUKO, MP

MINISTER OF TRADE, INDUSTRY AND COMPETITION

DATE: 08 April 2025

ACCOUNTING OFFICER STATEMENT

The International Trade Administration Commission of South Africa (ITAC) takes this opportunity to present its strategic plan for the five year period commencing 1 April 2025, and ending 31 March 2029. This plan sets out the key interventions and envisaged outcomes, informed by a fluid and rapidly changing context, that will inform successive annual performance plans during this period. Successive waves of trade policy interventions since the formation the Board of Trade and Industries (BTI) in 1925, have sought to not only provide effective trade protection to domestic players, but also to navigate shifting contexts of global competition confronting these economic interests. This has involved the use of tariff amendments, trade remedies and control of restricted and prohibited imports and exports for numerous reasons.

This work is envisaged to continue in this phase, albeit under different conditions. The South African economy and its industrial base remains the most diverse and sophisticated in the African continent. However, the economy continues to confront significant supply and demand-side challenges, that confront both primary and secondary industry as set out below. In response, trade policy has and must continue, as the 2024 *Industrial Policy and Strategy Review* observed, '(to) provide tailored, time-bound protection to local producers, (while) giving them space to invest in competitive production and (an opportunity to) grow into efficiency'. So too this work seek to navigate this challenging context, by being responsive to firm-level challenges arising from unfair price competition from imports. In the seventh administration, this work as this strategic plan indicates, will be guided by the three policy priorities of the Administration, namely; *inclusive growth and job creation, reducing poverty and tackling the high cost of living and building a capable, ethical and developmental state*.

These priorities serve during this period as an 'over-arching' frame and guide for our work. Many of the outcome indicators outlined in this strategic plan seek to do this. Be they consideration of the distributional impact of tariff decisions on poor households or ensuring that our licensing and authorization processes take due regard for prevailing sector codes as social compacts for transformation within key sectors and product markets. Or the timely deployment of our trade measures and interventions, to ease input cost pressures or to protect against unfair import competition. In addition to this, we continue to strengthen our internal controls and corporate governance framework to ensure that ITAC remains institutionally sound as it discharges its obligations as a schedule 3A entity. Furthermore, it is our intention to work in earnest during this period, towards the tabling of the International Trade Administration Bill; over two decades since the passing of the Act. This Bill will propose amendments informed by our experiences over the last two decades in developing and administering regulations flowing from the Act, and in order to keep our legislation in step with developments at home and abroad.

Moreover, we continue to observe with concern, the growing impulse to 'partition' the world, to eschew the benefits of specialization and choice arising from growing trade flows between countries, in pursuit of 'friend-shoring' and deeper restrictions on trade flows. As we confront this uncertain context, we take heed of former President Nelson Mandela's remarks at the WTO Ministerial of 1998 in Geneva, where President Mandela had the following to say,

'We must start by a re-affirmation that the building of a multilateral rules-based system is fundamentally correct. Powerful economies must stop applying unilateral measures and the developing countries must negotiate their specific needs within this framework. Rules are respected when they are above expediency, in perception and in practice'

As we continue to navigate a global trading environment where even the base rules determined by consensus are in question, we would all do well to remember President Mandela's injunction to us to negotiate our 'specific needs' within the policy space afforded us. In a framework of rules and

multilateralism that remains the best defence we have against the impulse of 'naked competition', if not the rivalrous calls for open conflict and war. In these trying moments, our commitment as set out in the object of the ITA Act remains, 'to raise incomes and promote investment and employment in South Africa and the Customs Union'.

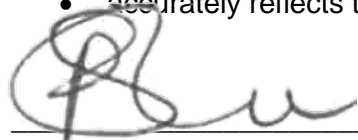


AYABONGA CAWE
CHIEF COMMISSIONER: ITAC
DATE: 08/04/2025

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- was developed by the management of ITAC under the guidance of the Chief Commissioner;
- takes into account all the relevant policies, legislation and other mandates for which ITAC is responsible for; and
- accurately reflects the Impact, Outcomes and Outputs which ITAC will endeavour to achieve over the period [2025-2029].



PHILLIP SEMELA
GENERAL MANAGER: CORPORATE SERVICES
DATE: 08/04/2025



AYABONGA CAWE
CHIEF COMMISSIONER: ITAC
DATE: 08/04/2025

APPROVED BY:



PARKS TAU, MP
EXECUTIVE AUTHORITY OF ITAC
DATE: 08 April 2025

INTRODUCTION

As South Africa faces a rapidly evolving global and regional trade environment, the International Trade Administration Commission (ITAC)'s strategic plan outlines for the five-year period (2025-2030), a roadmap of priority actions that guide our work towards the objectives of the International Trade Administration Act 71 of 2002. By enhancing its capacity to undertake tariff investigations, strengthening its trade remedy frameworks, and modernizing its approach to import and export control, ITAC will continue to serve as a critical investigative and permit-issuing authority on trade matters in line with South Africa's economic interests and those of the Southern African Customs Union (SACU). The Commission's approach, as outlined in this strategic plan will not only protect local industries from unfair trade practices and global disruptions but also ensure that South Africa can effectively participate in the changing global economy. Through strategic foresight and collaboration with stakeholders, ITAC will navigate the challenges of the next five years, and in so doing contribute to sustainable job creation, growth in industrial output and investment, and the development of a competitive South African economy in the global marketplace.

In relation to its core functions, ITAC's tariff amendment investigations are a cornerstone of its mandate, enabling the Commission to adjust customs duties or tariffs in a way that balances the protection of domestic industrial capabilities along with the need to enhance the competitiveness of the domestic industrial base. Over the next five years, ITAC is likely to face significant pressure arising from growing protectionism, the proliferation of regional trade agreements that 'partition' the global trading system into friends and foes, and ongoing (and increasingly disruptive) changes in global supply chains. The landscape may also be shaped by evolving trade disputes and shifting attitudes towards the role of multilateral platforms such as the World Trade Organization (WTO). To manage these complexities, ITAC will be required to enhance its capacity for data-driven analysis in tariff investigations, ensuring decisions are based on a balanced assessment of the evidence of the economic impact of tariffs on local industries. Furthermore, ITAC will closely monitor developments in key sectors such as steel, automotive, and agriculture, which face heightened competition from cheap imports. By fostering deeper consultation with industry stakeholders, ITAC will be better positioned to anticipate trade disruptions and, where justified, adjust tariffs accordingly to protect South African industries.

The Commission anticipates that the potential domestic shocks arising from an increasingly hostile global trade environment are likely to be a key consideration over the next five years. Given the sustained use of unfair trade practices, such as dumping and the use of subsidies, and the risk of periodic and 'sudden' surges in imports, ITAC's role in managing trade remedy investigations efficiently and effectively will be more critical than ever. To meet these challenges, the Commission will streamline, to the extent possible its investigative processes and enhance its capacity to quickly and effectively respond to unfair trade practices. Finally, import and export controls and authorizations remain critical to safeguarding South Africa's economy, protecting consumers, and ensuring that trade flows align with national interests.

The next five years, whose start coincides with the centenary of the Commission in its 'current' form (with its predecessor institution the Board of Trade and Industries having been constituted as an investigative trade authority in 1925), present an opportunity for both strategic and institutional advances, that will complement many of the policy and firm-level tasks aimed at reversing de-industrialisation and enabling investment and employment growth. The measures and actions needed to achieve this, are set out below in greater detail.

PART A: MANDATE

1. Constitutional mandate

Chapter 10 of the Constitution of the Republic of South Africa, Act 108 of 1996 (the Constitution) contains provisions which regulate the functioning and operation of the public administration in South Africa. ITAC as a Schedule 3A public entity is bound by these constitutional provisions, and the basic values and principles set out in Section 195(1) of the Constitution which provide that “(the) public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:

- A high standard of professional ethics must be promoted and maintained;
- Efficient, economic and effective use of resources must be promoted;
- Public administration must be development-oriented;
- Public administration must be accountable;
- Transparency must be fostered by providing the public with timely, accessible and accurate information;
- Good human-resource management and career-development practices, to maximise human potential, must be cultivated; and
- Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.

ITAC is also bound by legislation emanating from the Constitution and the Bill of Rights, such as the Promotion of Administrative Justice Act, Act 3 of 2000 (PAJA), the Promotion of Access to Information, Act 2 of 2000 (PAIA) and the Protection of Personal Information, Act 4 of 2013 (POPIA).

2. Legislative and policy mandates

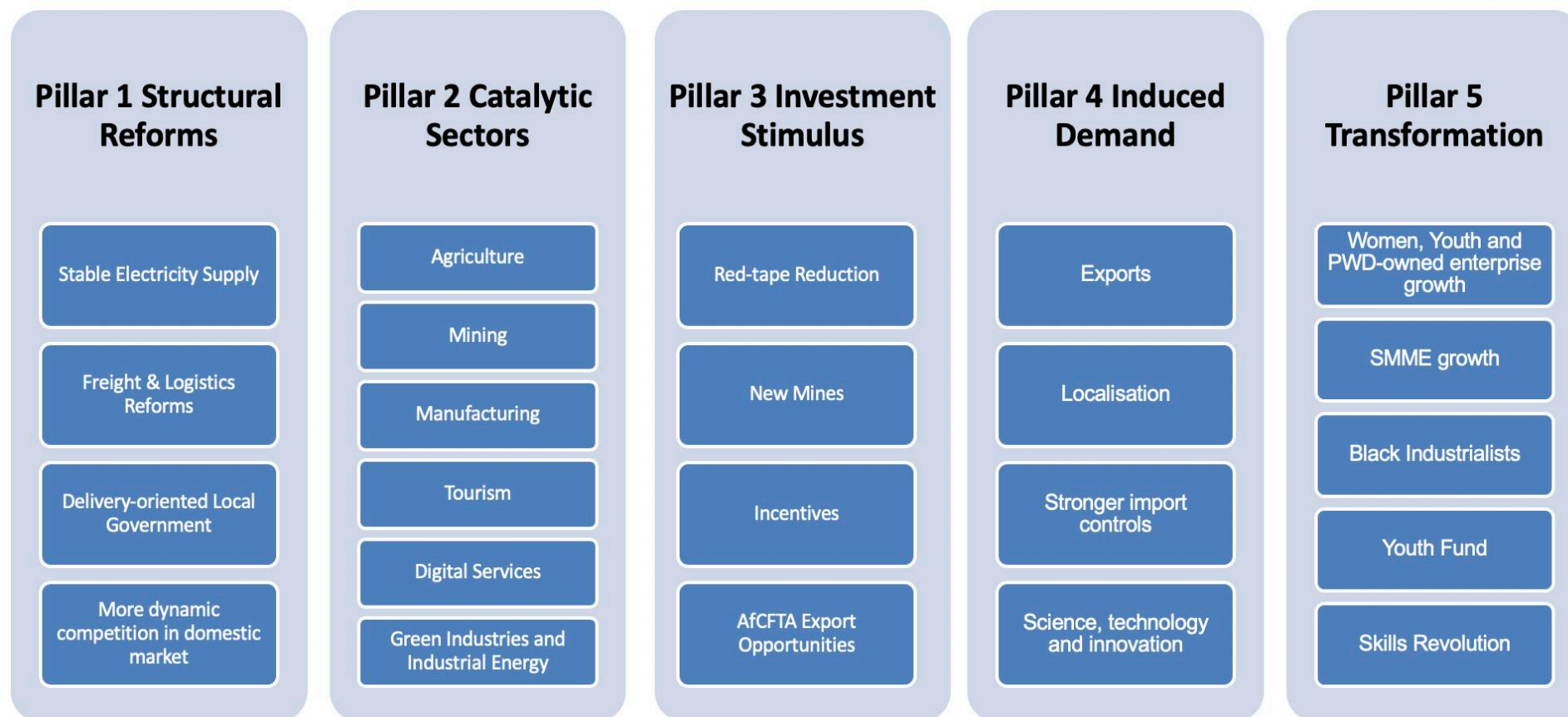
ITAC’s administration of its trade instruments should be understood within the legal and policy environment within which it operates. As discussed below, the parameters of this framework are defined by its enabling statute and regulations, as well as the industrial and trade-related policies of the Government.

2.1. Legislative mandate

ITAC is a creature of statute established in terms of section 7 of the International Trade Administration Act 71 of 2002 (‘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 Southern African Customs Union Agreement (SACU Agreement of 2002). The core functions of ITAC are to conduct customs duty amendment 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), Department of Agriculture, Land Reform and Rural Development (DALRRD) and the South African Revenue Service (SARS).

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



Source: Presidency, 2025.

2.2. Policy mandate

The South African Government has outlined an economic policy aimed at delivering sustained and inclusive growth. These policy considerations are important as they reflect the commitment of ITAC to contribute to the national priorities outlined in policy-related documents and statement) of the 7th Administration, such as the Medium-Term Development Plan. To achieve this objective, the Government has identified three strategic priorities. The 1st strategic priority focuses on *inclusive growth and job creation*. The 2nd strategic priority targets *a reduction in poverty and tackling the high cost of inflation*. The 3rd strategic priority is focused on *building a capable, ethical and development state*. ITAC's trade instruments are integral to shaping the country's trade environment and the benefits that may be derived therefrom. Consequently, ITAC in its Administration of its trade instruments adheres to the requirements arising from the regulatory and legislative framework, while also operating in harmony with the Government's strategic policy priorities.

Priority 1: Delivering Inclusive Growth and Job Creation

ITAC supports inclusive growth and jobs creation through its trade instruments. ITAC's tariff investigations consider the impact of tariff changes on local employment. By providing tariff support to industries that are labour-intensive or have significant job-creation potential, ITAC ensures that its decisions contribute to reducing unemployment. ITAC's trade remedy investigations also support this goal by addressing unfair trade that if left unaddressed could lead to further firm-level distress and at worst, the ultimate demise of industries across the primary and manufacturing sectors.

Import and export controls also have a role to play in job creation (and retention). The protection from competition by imported second hand or grey goods, enjoyed by domestic producers is a key feature of our import control policy that responds to the surplus and waste disposal strategies of producing regions across the world, especially in the clothing and footwear and automotive sectors. On the export control side, goods are prohibited or restricted from being exported from South Africa for multilateral, industrial, environmental and safety reasons. One example of this is the Price Preference System (PPS) which ITAC administers, and which regulates the exportation of waste and scrap metals. By requiring that affordable, quality scrap is first offered for sale to local industry prior to being issued with an export permit, the PPS seeks to support local beneficiation. As with other programmes that it administers, ITAC is engaged in reviews aimed at enhancing the benefits that local industry derives from such programmes.

Government has also highlighted the importance of inclusive growth. ITAC's approach to tariff investigations includes considerations of how tariffs support small and medium enterprises and historically disadvantaged persons. ITAC will also seek to grow the share of permit and authorisation processes that take into account relevant codes of practice issued under the B-BBEE Act.

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

Tariffs as a form of 'import taxation', while visiting singularly targeted benefits to producers of specific products, also yield 'diffuse' costs to many households and downstream firms due to their price-raising effect. Least of all in a country whose product market structures are characterised by

dominant lead firms. It is this feature that complicates the function of trade protection measures in a country like South Africa faced by the triple challenges of poverty, inequality and unemployment. Where trade relief measures are understood and expected to raise prices in a manner where the 'distributional incidence' of taxation falls on poorer households and downstream industrial users, the Commission is expected to balance this 'cost' alongside the firm-level benefit enjoyed by incumbent producers.

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

Priority 3: Building a capable, ethical and developmental state

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

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

In executing its core functions, ITAC is expected to take strategic guidance from prevailing policy imperatives. In light of this, the table below provides a summary of selected strategic priority actions identified for the period ending 2025/26 -2029/30. 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, trade and industrial policy environments	<ul style="list-style-type: none"> • Impact Assessments/Reviews/Reciprocal Commitments • Technical advice in bilateral, multilateral, and WTO trade negotiations beyond Africa • Monitoring trade flows to identify threats and opportunities • Effective participation in regional trade negotiations (SACU, SADC and AfCFTA) • Collaboration with the dtic Sector Desks and contribution to assessment of policy effectiveness
Compliance with multilateral, bilateral, regional, and domestic legislation	<ul style="list-style-type: none"> • ITA Act • Customs and Excise Act • ITAC Regulations • Promotion of Administrative Justice Act • POPIA • Relevant Acts in the Public Service • Constitution • World Trade Organisation (WTO) Agreements • SACU Agreement • Bilateral Trade Agreements
Review of domestic law and practice	<ul style="list-style-type: none"> • Review of the ITA Act • Review of Tariffs, Trade Remedies, and Import and Export Control Regulations
Efficiency and Effectiveness	<ul style="list-style-type: none"> • Aligning business support functions to core functions • Improving service delivery and ease of administration, including the removal of red tape • Monitoring and evaluation of the impact of our trade instruments • Strengthening our research and development capability
Funding	<ul style="list-style-type: none"> • Prescribed Fees Revenue Model and Strategy • Sound financial management and accounting • Good governance, internal control, and risk management
Strategic, technical and organisational capacity	<ul style="list-style-type: none"> • Integrated performance management, development, and enhancement • Recruitment, selection, retention and skills development • Organisational Restructuring and Redesign • Permit System Automation and Modernisation

4. Relevant Court Rulings

4.1. TATA CHEMICALS AND ANOTHER v ITAC, THE MINISTER OF TRADE, INDUSTRY AND COMPETITION, THE MINISTER OF FINANCE AND BOTSWANA ASH (Case No: 48248/20)

This was a judicial review wherein the Applicants challenged the decisions emanating from ITAC Report No. 616. In addition, they argued that the duties ought not to have been imposed, as the five-year period for the imposition of the duties, as provided for in the Anti-Dumping Regulations (ADR) had lapsed prior to the initiation of the sunset review. In addition to this, they argued that the Commission did not provide a reasonable and rational basis for its finding that the removal of the duty would likely lead to the continuance or recurrence of injurious dumping. The Applicants further claimed that there was no factual basis for the Commission's determination on 'dumping' and 'injury'. The judgement was handed down on 28 April 2023.

The critical findings of the judgement were:

- The decision-making process and the decisions/ recommendations of ITAC fall squarely within the ambit of PAJA and therefore the grounds for review prescribed by PAJA are applicable to ITAC.
- The Applicants argued that the duties had expired prior to the initiation of the sunset review. The argument was premised on an interpretation of the ADR that the five-year period should be calculated from the date that the duties were imposed with retrospective effect. The issue before the court was whether the calculation of the five-year period should be from the date of publication of the definitive duties or the date that the duties become payable which is retrospective in nature. The court upheld ITAC's interpretation of the ADR that the correct date would be date of the publication of the imposition of the duties and hence in this case the sunset review was initiated prior to the lapse of the original duties. **This was a significant finding as it creates legal certainty that ITAC was correct in its process and the calculation of the five-year period.**
- There was an argument that there was no factual basis for the finding by ITAC that there would be a recurrence of dumping. Although the court upheld ITAC's findings and found that it was substantively and procedurally fair, this finding would be dependent on the merits of each individual investigation and was not precedent setting in nature.
- The Applicants alleged that the approach by ITAC in not applying the lesser duty rule was fundamentally flawed. In the original investigation the Applicants participated in the investigation and enjoyed a 'company specific' duty. However, in the sunset review the Applicants failed to participate similarly in the investigation and was therefore subject to the 'residual duty' which was significantly higher. The court upheld ITAC's approach and interpretation of ADR 58.2 and 59 regarding the consequences of non-cooperation in an investigation. This was an important finding as it creates legal certainty on the manner in which ITAC conducts its investigations when an exporter participates and when it does not.

The judgement was therefore in favour of ITAC and the other Respondents with a favourable cost order.

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

In this a judicial review, the Applicant challenged the decisions emanating from ITAC Report No. 666. The grounds for review in this case were the following:

- The initiation process was flawed (SAPA could not have made a *prima facie* case);
- ITAC failed to justify the duties by failing to provide the underlying dumping margin calculations;
- The process was procedurally unfair; and
- New methodology was used instead of third country to determine the dumping margin. The Applicant alleges that they had a legitimate expectation of being treated consistently with every prior sunset review conducted in the SACU.

The judgement was handed down on 12 October 2023. The court did not review and set aside the recommendation of ITAC or the decision of the Minister of Trade, Industry and Competition but did set aside the Minister of Finance's decision and referred it back for reconsideration.

The critical findings of this judgement were that it had the effect of creating a public participation process prior to the Minister of Finance making his decision, which is not provided for in the current legal framework. It also creates an obligation on the Minister of Finance to consider any representations made to him after receiving a request from the Minister of Trade, Industry and Competition. The court premised its entire judgement on the finding that the Minister of Finance's decision was not independent from the recommendation of ITAC and the decision of the Minister of Trade, Industry and Competition and was the only 'final' decision in the multi-stage decision making process and based its finding on an assumption that the Minister of Finance did not consider certain representations raised by the Applicant regarding the detrimental effect of the duty amendment. The court also placed an undue amount of weight on the Minister of Finance's failure to participate in the litigation. The court failed to set aside ITAC's recommendation but ventured in the judgement to criticize the Commission's 'process' as unfair.

This judgement has far-reaching consequences for the entire decision-making process that follows the Commission's recommendation. An application for leave to appeal was successfully granted on 31 January 2024 and the parties were granted leave to appeal directly to the Supreme Court of Appeals which remains ongoing.

PART B: STRATEGIC FOCUS

1. Vision

To be “An institution of excellence in international trade administration, enhancing economic growth and development”.

2. Mission

“To create an enabling environment for fair trade through: a) Efficient and effective administration of its trade instruments; and b) Sound technical advice to the Department of Trade, Industry and Competition.”

3. Values

Integrity; Trust; Accountability; Commitment. ITAC will spare no effort in ensuring that these continue to be reflected in the lived reality of all its members of staff and those it serves.

4. Situational Analysis

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

4.1 External Environmental Analysis

4.1.1. Geopolitics and Global Trade

Global economic developments continue to shape South Africa's economic trajectory, significantly influencing key focus areas of the 7th Administration. These include enhancing industrial output, driving export growth in manufactured products, creating formal sector employment, attracting investment, and advancing import substitution. However, the global landscape remains volatile and uncertain. Defined by escalating trade tensions among major economies, persistent supply chain uncertainty arising from geopolitics and conflict, the intensifying challenges of climate change, and an accelerating shift towards 'clubby' arrangements between different blocs at the expense of others. Geopolitical tensions cast a long shadow over global trade dynamics, growth prospects and cooperation efforts, with ongoing conflicts in Ukraine, the Sahel, Sudan and the Middle East eroding regional and international stability. So too have electoral shifts placed longstanding domains of consensus in the multilateral sphere at risk of rupture. In 2024, approximately 80 countries held national elections, marking a pivotal year for global politics. Among these were South Africa's key trading partners, including the United States, the United Kingdom, France, members of the European Union, India and Russia. The outcomes of these elections are poised to have far-reaching consequences for global trade and political realignments. The general election in Germany in 2025 may similarly introduce some changes. In the United States of America in particular, the anticipated economic agenda is of particular significance. Early signals indicate that trade measures may be used to confront difficult geopolitical and domestic challenges, with significant implications for development aid flows and trade preferences enjoyed by South African producers under the Generalised System of Preferences (GSP) and the Africa Growth and Opportunity Act (AGOA). Furthermore, uncertainty remains around the implications on our industrial base associated with 'mooted' higher tariffs, tax cuts, deep deregulation and 'friend-shoring'. The revived "America First" approach is expected to dominate this agenda, with potential renegotiations or withdrawals from existing trade and other multilateral agreements.

This stance could disrupt global trade dynamics, triggering retaliatory tariffs from other nations and heightening the risk of a broader trade war. Such actions could likely slow global economic growth, fuel inflation, and destabilise established trade and geopolitical relationships. So too might this approach limit the ability to mount effective multilateral responses to global climate, health and other emergencies.

On the trade policy front, South Africa, as the largest US trading partner in Africa, has more than \$20 billion in bilateral trade with the USA. More than 600 US companies operate in South Africa, with the country benefitting significantly in industries such as agriculture, manufacturing, and textiles. In 2022, AGOA-supported exports from South Africa were valued at approximately \$2.7 billion, accounting for 25% of its total US-bound exports. By 2023, bilateral trade totalled \$17.6 billion, with AGOA exports including automotive parts, citrus, wines, iron, steel, and certain chemicals. Given the critical role that AGOA plays in South Africa's trade dynamics and the increasingly explicit stance of the USA's 47th Administration in wielding trade instruments as geopolitical leverage, South Africa must remain vigilant in safeguarding its trade policy space and navigating an increasingly uncertain global economic environment.

Furthermore, the moment also calls for deepening trade and other relations with key economies in the Global South. This includes strengthening institutions that have for many decades championed the interests of the erstwhile colonized and occupied territories of the nineteenth and twentieth centuries. This includes the Non-Aligned Movement and latterly, the BRICS which has since grown from the five founder nations to include many growing emerging market economies. The BRICS countries have made steady progress in advancing a shared strategic agenda, promoting closer cooperation across various policy domains such as trade, investment, energy, health, and technological innovation. This collaboration not only strengthens economic ties among member states but also positions them to tackle pressing global challenges together (and alongside others), paving the way for a more resilient and inclusive future for all.

4.1.2. Regional Overview

In terms of enabling the export growth of manufactured goods, South Africa faces a mixed bag of opportunities and challenges. The African Continental Free Trade Area (AfCFTA) has the potential to boost intra-African trade significantly, providing South African manufacturers with new markets on relatively preferential terms, beyond SACU and SADC. However, the ability to capitalise on this opportunity relies on, in part, improving the competitiveness of local products and improvement of network, standards and infrastructure linkages between the many blocs on the Continent. This can be seen, as many South African manufacturers face challenges related to quality, cost, and capacity, which hinder their ability to compete effectively in both regional and global markets.

Adding to this complexity, fluctuating demand from major trading partners, particularly in the Eurozone and China, has reduced international demand for South African goods, further complicating the export landscape. At the same time, ITAC has observed a rise in applications for trade measures where the import competition that firms are contending with emerges from cases involving neighbouring non-SACU states enjoying preferences under the SADC Agreement. Reflecting the increasing intricacies of regional trade dynamics, even within existing blocs. On the trade policy front, this signals a need for a developmental approach on regional multilateral and strengthened economic diplomacy efforts to ensure that economic benefits are shared to reduce disparities while at the same time harnessing regional industrialisation. On the trade administration side, continuous monitoring of the adverse impacts of African import competition on vulnerable domestic sectors is underway, ensuring timely identification and mitigation of challenges these industries face.

4.1.3. Domestic Overview

South Africa while faced with prohibitive 'demand conditions' (low investment, fiscal consolidation and a muted recovery in household consumption expenditure), also continues to face challenging trade conditions on the supply side. Logistical and infrastructure bottlenecks remain a significant constraint. The stabilisation of the electricity supply has somewhat alleviated production pressures, and the renewed confidence in the Government of National Unity (GNU) has provided a much-needed boost for investor confidence. The manufacturing sector, including steel production and other industries, contributed 13% to the country's GDP in 2023. The sector's importance in driving economic growth is further highlighted by its projected nominal GDP growth of 5.7% annually over the next decade. However, despite some significant shifts in the drivers of economic activities in industries, SA's headline real GDP growth forecast for the next few years is unchanged, hovering at around 1%. Looking ahead, industrial policy strategies must consider the role of the industrial services sector to enhance the production output pool and efficiency, reduce costs, improve product quality, and ensure the sector's resilience and global competitiveness in industrial processes. South Africa's terms of trade continues to confront its historical challenge as a commodity exporter faced with the imperative of urgent economic diversification. South Africa's trade remains primarily focused on the export of minerals, and the importation of machinery, and vehicle products in terms of value. In 2023, machinery emerged as the leading import category, contributing over a fifth (21.8%) of the total import value and reflecting an overall import growth of 8.6%. Key machinery imports included catalytic converters, computers and mechanical appliances, cell phones, and electrical equipment.

Creating formal sector direct employment remains a key objective for South Africa, yet the relationship between international trade dynamics and job creation is complex. Increased manufacturing activity can lead to job growth. However the influx of imported goods in response to, amongst other things, trade barriers erected by South Africa's trading partners can undermine local industries, leading to job losses. Concerningly, in some sectors (such as the automotive and rail sector), a rising share of final consumption and demand is accounted for by imports of completely built products, thus complicating the ambition to raise local content levels. Here again, carefully focused trade measures can assist domestic industries in competing in the domestic market as well as in international markets. On the demand side, price increases in key products, driving both producer and consumer inflation, have had significant distributional impacts, particularly on household budgets and industrial production costs. Rising inflation affects the cost of goods and services, directly influencing the purchasing power of producers and consumers.

In this context, the Commission has increasingly incorporated distributional impact considerations into its policy recommendations. This approach ensures that final determinations are aligned with the broader goal of mitigating inequality and minimising the economic burden on vulnerable consumers and households. This approach while recognising the need for trade protection in agro-processing (the largest employer in manufacturing) in response to the persistent use of production subsidies elsewhere, has to also proactively protect and advance consumer welfare and the interests of downstream industrial users in instances where trade measures are instituted on intermediate inputs. Moreover, with the growing use of distortionary trade policies in the form of processing quotas and export bans, there is a growing need to monitor trade measures that can (in the context of severe droughts) risk food insecurity. In some commodity categories, oversupply presents near term price risks. For example, the recovery in sugar production

in Brazil, India, and Thailand has led to a surplus that risks depressing global sugar prices, thus raising the importance of responsive trade measures in protecting domestic industries from adverse external pressures.

4.2 Internal Environment Analysis

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

4.2.1 Tariff Amendments

Tariffs are an instrument of industrial policy and are applied in a manner that harmonizes these trade measures to the broader economic policy mix. ITAC's tariff approach is a critical feature of South Africa's industrial policy, which aims to enable favourable terms of access to the domestic market for local firms. There are three types of tariff amendments, which are administered by the Tariff Investigations Unit. These comprise investigations of increases in ordinary customs duties; reductions in ordinary customs duties; and the creation of rebate and drawback provisions. The Commission also administers various kinds of rebate and drawback provisions falling under Schedules 3, 4, and 5 of the Customs and Excise Act, of 1964. This administration is done by issuing permits and certificates in accordance with the Customs and Excise Act, of 1964, and setting guidelines for a variety of industrial sectors to clear imported goods free of duty.

The Commission takes into consideration the unique nature of each product or industry under investigation. This means that each industry or investigation is carried out on a case-by-case basis in order to be sensitive to its specific needs. This includes, whether or not the product under investigation is a consumer good or whether or not it is an input material into the downstream manufacturing industries. The Commission is cognisant that any potential tariff increases have an impact on key economic variables, including, *inter alia*, the inflationary impact on consumer prices. The focus is on outcomes, being, increased domestic production and investment, job retention and creation, inclusive growth, price restraint, building inclusivity as well as international competitiveness.

4.2.2 Trade Remedies

ITAC administers three types of trade remedies, namely, 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 that 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 period 1995 to June 2022, the Commission initiated 13 countervailing investigations, compared to the 252 anti-dumping investigations initiated. In the years 2007 to June 2022, only two countervailing investigations were initiated, with no initiations of countervailing investigations since 2009. In the period 1995 to June 2022 nine safeguard investigations have been initiated by the Commission, and 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 and hexagonal nuts. An investigation on frozen chicken portions in terms of the TDCA/EPA was initiated in 2016 and measures were imposed in 2018. In August 2024, ITAC published guidelines and conditions for implementing an agricultural safeguard measure as outlined in article 35 of the Economic Partnership Agreement (EPA) between the United Kingdom and its member states, on the one hand, and the SACU member states and Mozambique EPA, on the other ("SACUM-UK EPA"). This means that agricultural safeguard duties can now be imposed without an investigation under the trade agreement with the EU and the UK. ITAC will play a crucial role in administering Article 35 of this agreement.

ITAC has observed an increase in the number of anti-circumvention cases filed by the industry. The prominent anti-circumvention cases involve false declaration, misclassification, and country hopping. To address this issue, ITAC will work on developing strategies in partnership with SARS and various industry associations.

Following China's assent to the WTO and their designation as a 'socialist' market economy, some investigating authorities, such as the USA, Canada, EU, UK, India, and Australia, have incorporated the "particular market situation" provision into their regulations. A "particular market situation" (PMS) in the context of anti-dumping investigations refers to a situation where domestic prices or costs in the exporting country are distorted and do not accurately reflect normal market conditions. This can occur due to factors such as government intervention, subsidies, and other market distortions. When a PMS is identified, authorities may use alternative methods to determine the normal value rather than relying on domestic prices to ensure a fair comparison with export prices. This provision has been included in the draft Amended Anti-Dumping regulations. The inclusion of this provision could potentially assist ITAC in addressing the issue of subsidized inputs, especially in cases involving China, the EU, the UK, and the USA with regard to agricultural products, offering a more effective and fair approach. ITAC will consider including the Public Interest provision, which considers the broader impact of imposing anti-dumping measures on various stakeholders, including consumers and downstream industries, in the Amended Anti-Dumping regulations.

Furthermore, ITAC will deepen co-operation with fellow developing countries at the WTO and participate in discussions such as the Africa Group, which advocates for reforms in multilateral system to ensure the policy space to pursue industrialisation. It will also work with other African authorities to enforce trade remedy provisions under the AfCFTA. Training African authorities in trade remedies should be seen as a key component and an extension of our economic and diplomatic efforts.

ITAC will maintain its rigorous approach to investigations. It will focus on developing guidelines and frameworks for various trade remedy instruments to improve efficiency and effectiveness in supporting the domestic industry in achieving national strategic objectives. 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 contributes to the green economy.

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

31 July 2027 after the initial term expired. The possibility of replacing the PPS with an export duty was explored jointly with the DTIC, National Treasury and SARS and this has since been implemented. Although the export tax has been introduced, the PPS is still being used as a tool to promote investment and employment opportunities in the domestic metals beneficiation and fabrication industries.

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

PART C: MEASURING PERFORMANCE

5. ITAC's Performance Information

5.1 Measuring the Impact

Impact statement	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 Southern African Customs Union Agreement (SACU Agreement of 2002).
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5.2 The GNU's Strategic Priorities

The table below presents the three priorities of the Government of National Unity

Priority 1.	Priority #1	Inclusive growth and job creation
Priority 2.	Priority #2	Reduce poverty and tackle the high cost of living
Priority 3.	Priority #3	A capable, ethical and developmental state

5.3 Measuring Outcomes

Strategic Priorities	Outcome	Outcome Indicator	Baseline	Five Year Target
Strategic Priority 1: Inclusive growth and job creation	Promote Industrialisation	Enable growth in investment and import replacement arising from implemented tariff amendments.	R408 mil	R2.3 bn
		Enable industrial output through Industrial rebates (311.40 & APDP)	R20bn	R108.45bn
		Enable manufactured exports growth (470.03, 521.00 export drawback provisions, APDP exports)	R266bn	R1.4trillion

Strategic Priorities	Outcome	Outcome Indicator	Baseline	Five Year Target
		Enable growth in formal sector employment through implementation of tariff amendments	393 jobs	2 582 jobs
		Grow the share of good quality scrap otherwise destined for export, channelled for local consumption by local foundries and mills.	7%	1. 2025/2026 - 10% 2. 2026/2027 - 13% 3. 2027/2028 - 16%* *The PPS directive will expire on 31 July 2027
		Expand scale and scope of participation by smallholder farmers in selected commodity value chains (wool) through targeted use of Commission trade measures and authorizations	New Indicator	Year 1-3: Amend Commission authorizations guidelines (export drawbacks) in wool export sector with improving the market position of smallholder farmers in key producing areas within SACU
		Extend effective trade protection to vulnerable product categories arising from the Commission's proactive intervention (Self-Initiated investigation in vulnerable sectors)	New indicator	One self-Initiated investigation in vulnerable sectors per annum
	Promote Transformation	Increase preferential procurement spend	75%	Year 1: 80% Year 2: 81% Year 3: 82% Year 4: 83% Year 5: 85%
		Greater insight into the spread of permits, licensing and authorizations that go to firms owned and operated by designated categories of firms and South Africans.	11 processes	Year 1: 13 processes Year 2: 15 processes Year 3: 17 processes Year 4: 19 processes Year 5: 21 processes
		Grow the share of permit and authorisation processes taking into	1 process	85 processes

Strategic Priorities	Outcome	Outcome Indicator	Baseline	Five Year Target
		account relevant codes of practice issued under the B-BBEE Act'		
		Increasing the share of policy recommendations, where distributional impact considerations have been factored into a Commission determination.	4 Commission determinations where the impact of tariff adjustments on downstream firms and households is assessed.	Year 1: 5 determinations. Year 2: 6 determinations. Year 3: 8 determinations. Year 4: 9 determinations. Year 5: 10 determinations.
	Efficient administration of trade instruments	Improving the terms on which firms can either access domestic demand or alleviate unnecessary raw material cost pressures through timeous implementation of relevant trade measures	70% of the final determinations made within 6 months on Customs Tariff Amendment Investigations	Year 1: 70% Year 2: 75% Year 3 to Year 5: 80%
		Enable domestic firms and exporters to have access to competitively priced raw materials and other inputs through the timeous administration of Customs Duty Rebate and Drawback provisions	80% of Customs Duty Rebate and Drawback permits issued within 14 days	Year 1: 80% Year 2: 80% Year 3: 82% Year 4: 83% Year 5: 85%
		Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness through timeous administration of Automotive Production and Development Programme (APDP)	EPC: 80% of certificates (EPC) issued within 10 working days after technical working group or factory visit and the submission of all outstanding information.	Year 1: 80% Year 2: 85% Year 3: 90% Year 4: 90% Year 5: 90%

Strategic Priorities	Outcome	Outcome Indicator	Baseline	Five Year Target
			<p>CSP: 80% of certificates (CSPs) issued within 10 working days.</p> <p>PRC: 80% of the certificates (PRC) issued within 30 days.</p> <p>Verifications: 80% of the APDP Verifications completed within 90 days.</p>	
		Enable SACU firms to speedily respond to unfair, harmful, and injurious import competition.	Preliminary Determination on Trade Remedy investigations: 17% determinations made within 6 months of initiation.	Preliminary Determination on Trade Remedy investigations: 70% determinations made within 6 months of initiation.
			Final Determination on Trade Remedy investigations: 10% determinations made within 10 months of initiation.	Final Determination on Trade Remedy investigations: 60% determinations made within 10 months of initiation.
		Trade defense measures are reviewed in response to conjunctural developments	New Indicator	<p>Year 1: Model text on price undertakings; and Review of Countervailing Regulations.</p> <p>Year 2: Guidelines for applying Tariff Rate Quota (TRQ) system in safeguard investigations.</p> <p>Year 3: Framework for Adjustment plans in safeguard investigations.</p>

Strategic Priorities	Outcome	Outcome Indicator	Baseline	Five Year Target
				Year 4: Particular market situation analysis. Year 5: Review of Trade Remedies questionnaires.
		Restricted and prohibited categories of products are controlled for importation for environmental, health and safety reasons (Import Control Permits).	19558 import permits	97790 cumulative import permits issued
		Restricted and prohibited categories of products are controlled for exportation for environmental, health and safety reasons (Export Control Permits)	19587 export permits	97935 cumulative export permits issued
		Sectoral agility in the management of product coverage in the prohibited and restricted import and export list.	New indicator	Over five years, three action notes and/or memoranda per annum dispatched to the Minister to discharge his Section 6 obligations regarding the inclusion or exclusion of products under import and export control.
	Monitoring and Evaluation of Trade flows	Enhanced ex-post trade monitoring to inform administrative and policy iteration and review.	2 monitoring and evaluation report.	<p>Year 1-2: Conduct a comprehensive trade monitoring analysis for 1 selected master plan sectors and one selected circumvention or similar trade remedy analysis.</p> <p>Year 3-4: Publish at least 1 annual trade flow reports per each master plan sector being monitored, providing actionable insights and recommendations to policymakers, stakeholders, and industry players</p> <p>Year 5: Conduct the monitoring of trade flows in 1 sectors focusing on sectors with high economic impact.</p>

Strategic Priorities	Outcome	Outcome Indicator	Baseline	Five Year Target
	Reciprocal Commitment impact audit	Firm-level benefits of protective tariff support are harmonised with national industrial objectives.	The performance of two tariff adjustment beneficiaries' performance, selected from 2 sectors against the company's reciprocal commitments on new investment, job creation and industrial expansion.	<p>Year 1-3: Expand the scope of assessments to include at least 1 sectors with tariff adjustment beneficiaries.</p> <p>Year 4-5: Complete impact audits for at least 1 additional firms across the selected sectors</p> <p>Publish report summarising firm-level compliance with reciprocal commitments.</p>
	Permit monitoring and evaluation.	The firm size, demographic and geospatial distribution of firms receiving permits and authorisations are better understood to inform policy review and iteration.	Market Intelligence insights report on the spread of recipients of trade support services covering 3 rebate permit applications and IE461 import permit application.	<p>Year 1-2: Publish at least 2 market intelligence report analysing 3 rebate permit applications and the IE461 import permit application, including demographic and geospatial insights.</p> <p>Year 3-4: Expand market intelligence insights to cover at least 10 rebate permit applications, 3 import permit applications and 2 export applications with detailed analysis of firm size, demographics, and geospatial distribution.</p> <p>Year 5: Generate comprehensive market intelligence reports covering 30% of rebate and import and export permit applications administered by ITAC, offering actionable recommendations for trade and industrial policy improvements.</p>

Strategic Priorities	Outcome	Outcome Indicator	Baseline	Five Year Target
Strategic Priority 3: A capable, ethical and developmental state	Modernization of administrative and operational processes to support industrialisation, transformation, and a capable state.	Reduced procedural or administrative cumbersomeness, to ease the cost and complexity of doing business.	Draft anti-dumping regulations; safeguard regulations; countervailing regulations; tariff regulations and Import and Export Control Regulations submitted to the dtic	Year 1-2: Reviewed Anti-Dumping and safeguard regulations submitted to the dtic. Year 2-3: Countervailing and tariff regulations submitted to the dtic. Year 3-5: Import and export control regulations submitted to the dtic.
		Digitization and automation of the Commission's Permit Authorisation	Import and Export Control System (Not integrated) and excel based analysis of IE461 and AGOA authorisations.	Year 1: APDP System; and Import System Developed. Year 2: Export System Developed. Year 3: Tariff Permit System Developed. Year 4-5: Trade Remedies System Developed.
		Amended International Trade Administration Act to ensure implementation of effective trade policy tools to improve industry competitiveness	New indicator	Year 1: Draft International Trade Administration Amendment Bill published for public comment and submitted to Executive Authority for approval. Year 2: International Trade Administration Amendment Bill submitted to Cabinet for approval for submission to Parliament and accented to by the President. Year 3: International Trade Administration Amendment Act implemented

Strategic Priorities	Outcome	Outcome Indicator	Baseline	Five Year Target
		Latent industries and strategic sectors are incentivised and incubated by strategic deployment of trade measures	New Indicator	Year 1: Table amendment to section 26 of the ITA bill to Nedlac/Parliament Year 2: Analysis of latent industries Year 3-5: One product investigation per year, with year 4 and 5 being exclusively BELN.
		A diversified financial resource base	Action note on the investigation of the viability and financial sustainability of levying prescribed fees on applicants was sent to the CC	Year 1: levy fees in terms of APDP Year 2: levy fees in terms of rebates Year 3: levy rebates in terms of import and export permits

5.4 Explanation of Planned Performance over the Five-Year Planning Period

The outcomes in section 9.2 were derived from the mandate of ITAC. As a creature of statute established in terms of section 7 of the ITA Act, the object of the ITA Act, 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 Agreement.

To contribute to employment creating growth and development, ITAC will continue to improve the administration of its trade instruments: customs tariffs; trade remedies; and import and export control. This is directly aligned with what the NGP seeks to achieve. The NGP places employment creation at the centre of economic policy. The NGP is one of many government strategies in pursuit of the NDP.

In order to ensure that ITAC's interventions are relevant and aligned to the vision of the department and government, its monitoring and evaluation of its outcomes will be key. In this regard, more emphasis will be placed on monitoring the outcomes of its interventions. Whether ITAC's instruments have made a positive impact depends on the extent to which the support has resulted in increased domestic manufacturing, investment, employment,

value addition and competitiveness after the support was given in comparison to the period before the support, using firm-level data. Leveraging on the various on sector master plans currently being put in place, ITAC will continue with its impact assessments to ensure adherence to such commitments.

Similarly, the provision of technical advice will increasingly become an area in which ITAC adds value and thus remain relevant to the institutional mandate and the trade policy goals. Finally, in order to achieve its outcomes, efficiency and effectiveness is a necessity. This will be achieved through the development and review of policies and regulations, particularly, trade remedies, and to some extent tariffs, and import and export control.

6. Key Risks

Outcome	Key Risk	Risk Mitigation
Promote Industrialisation	Inability to achieve the set targets	<ul style="list-style-type: none"> • There are Regulations and procedure manual in place on conducting investigations. • Status reports presented at MANCO and the Commission monthly. • Monthly Commission meetings for recommendation of any finalised investigations. • Meetings are held with the DTIC to discuss and prepare the members of the sectors desks to present ITAC issues regarding the ITAC reports. • Advisory panel in place assisting with negotiated and monitoring of the reciprocal commitments submitted by applicants
Promote Transformation	Delay in enforcement of B-BBEE compliance	<ul style="list-style-type: none"> • Amend the Regulations and guidelines. • Incorporate the B-BBEE requirements in the application forms.
Modernization of administrative and operational processes to support industrialisation, transformation, and a capable state.	Inability to finalise investigations within the required turnaround time.	<ul style="list-style-type: none"> • There are regulations and a procedure manual in place on conducting investigations. • Strict adherence to deadlines for comments and monitor the extensions provided to the stakeholders for comments. • Monthly Outstanding Reports are presented to MANCO and Commission. • Special commission meetings are requested on investigation that are close to deadlines. • Reciprocal commitments are obtained during the preliminary stage investigations process. • The deficiencies identified at the preliminary stage are addressed with the applicant.

Outcome	Key Risk	Risk Mitigation
		<ul style="list-style-type: none"> • The investigation activity checklist is implemented to track progress of the actual dates against the targeted date. • Review applications by EXCO Sub and status reports at MANCO. • Review status of applications by Commission. • Advisory panel in place assisting with negotiated and monitoring of the reciprocal commitments submitted by applicants.

7. Public Entities

Name of Public Entity	Mandate	Outcomes	Current Annual Budget ®
N/A	N/A	N/A	N/A

PART D: Technical Indicator Description (TID)

1. Enable growth in investment and import replacement arising from implemented trade instruments.

Indicator title	Enable growth in investment and import replacement arising from implemented tariff amendments
Definition	The indicator intends to indicate the value of investment secured through ITAC reciprocal commitments from implemented investigations
Source of data	Signed Irrevocable Undertaking or reciprocal commitments in the application
Method of calculation/Assessment	Quantitative
Assumptions	Reciprocal commitments are made and signed and volume of tariff applications is dependent on the economic climate prevailing at the time
Disaggregation of Beneficiaries (where applicable)	• N/A
Spatial Transformation (where applicable)	• N/A
Reporting cycle	Quarterly
Desired Performance	Target met
Indicator responsibility	Tariff Investigations

2. Enable industrial output through Industrial rebates (311.40 & APDP)

Indicator title	Enable industrial output through Industrial rebates (311.40 & APDP)
Definition	The indicator intends to determine the increase in the value add during a particular quarter as a result of the utilization of certain ITAC industrial rebates.
Source of data	Permit / Certificate application
Method of calculation/Assessment	Quantitative
Assumptions	Applications for rebate permits and certificates are submitted and approved and is dependent on the economic climate prevailing at the time .
Disaggregation of Beneficiaries (where applicable)	• N/A • N/A
Spatial Transformation (where applicable)	• N/A • N/A
Reporting cycle	Quarterly
Desired Performance	Target met
Indicator responsibility	Tariff Investigations

3. Enable manufactured export growth (470.03, 521.00, APDP exports) *

Indicator title	Enable manufactured export growth (470.03, 521.00, APDP exports)
Definition	The indicator intends to track the value of manufactured exports facilitated under ITAC rebate 470.03, drawback 521.00 and APDP
Source of data	SARS data on exports under rebate 470.03 and drawback 521.00 and APDP
Method of calculation/Assessment	Quantitative
Assumptions	Official statistics reported lag by a quarter (e.g. Q1 will be reported in Q2, and Q2 will be reported in Q3) Applications for rebates and drawback permits are submitted and approved.
Disaggregation of Beneficiaries (where applicable)	• N/A
Spatial Transformation (where applicable)	• N/A
Reporting cycle	Quarterly
Desired Performance	Target met
Indicator responsibility	Tariff Investigations

4. Enable growth in formal sector employment through implementation of trade instruments

Indicator title	Enable growth in formal sector employment through implementation of tariff amendments
Definition	Number of new jobs created as a result of ITAC trade policies and instruments
Source of data	Signed Irrevocable Undertaking or reciprocal commitments in the application
Method of calculation/Assessment	Quantitative
Assumptions	Applications are received and approved.
Disaggregation of Beneficiaries (where applicable)	• N/A
Spatial Transformation (where applicable)	• N/A
Reporting cycle	Quarterly
Desired Performance	Target met
Indicator responsibility	Tariff Investigations

5. Grow a share of good quality scrap otherwise destined for export, is channelled for local consumption by local foundries (PPS)

Indicator title	Grow the share of good quality scrap otherwise destined for export, channeled for local consumption by local foundries and mills (PPS)
Definition	The indicator displays the extent to which export permits were issued to facilitate the exportation of ferrous and non-ferrous scrap metal.
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. • Target for People with Disabilities: N/A.
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A. • Reflect on the spatial impact area: N/A.
Reporting cycle	Annual.
Desired Performance	Effective administration of the PPS program.
Indicator responsibility	Senior Manager: Import and Export Control.

6. Expand scale and scope of participation by smallholder farmers in selected commodity value chains (wool) through targeted use of Commission authorizations

Indicator title	Expand scale and scope of participation by smallholder farmers in selected commodity value chains (wool) through targeted use of Commission trade measures and authorizations
Definition	Consideration and analysis of the impact of trade measures and authorizations (export drawbacks, rebates, tariff amendments and trade remedies) on the scope and scale of participation by smallholder farmers in critical value chains (wool) in line with the priorities of the seventh administration.
Source of data	Applicant authorizations, enterprise disclosures on supplier development activities.
Method of calculation/Assessment	Quantitative, simple count.
Assumptions	Data is available

Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Targeting of smallholder agricultural producers.
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities • Reflect on the spatial impact area.
Reporting cycle	Annually
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Office of the Chief Commissioner

7. Extend effective trade protection to vulnerable product categories arising from the Commission's proactive intervention (Self-Initiated investigation in vulnerable sectors)

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

8. Increase preferential procurement spend

Indicator title	Increase preferential procurement spend.
Definition	The indicator intends to show the percentage of preferential procurement spend as a percentage of total measured procurement spend.
Method of calculation/Assessment	Value of all procurement from suppliers that are BEE compliant divided by Total Measured Procurement Spend
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Historically Disadvantaged Individuals
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for 51% Black Owned: 50%; Target for 30% Black Women: 12% • Target for Youth: 5%; Target for People with Disabilities: 2%
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Quarterly
Desired Performance	Actual performance meets target
Indicator responsibility	Chief Financial Officer

9. Greater insight into the spread of permits, licensing and authorizations that go to firms owned and operated by designated categories of firms and South Africans.

Indicator title	Greater insight into the spread of permits, licensing and authorizations that go to firms owned and operated by designated categories of firms and South Africans.
Definition	The indicator intends to track the number of permit, licensing and authorization (incl. rebates) processes that benefit black and worker-owned enterprises, co-operative (and other collective enterprises) in terms of new application forms, in line with the B-BBEE Act 53 of 2003.
Source of data	Information is contained in the new EXCEL-based application forms in selected priority sectors.
Method of calculation/Assessment	Quantitative
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired Performance	Target met
Indicator responsibility	Tariff Investigations

10. Grow the share of permit and authorisation processes taking into account relevant codes of practice issued under the B-BBEE Act

Indicator title	Grow the share of permit and authorisation processes taking into account relevant codes of practice issued under the B-BBEE Act 53 of 2003.
Definition	The indicator intends to gather information to establish the level of compliance with respective B-BBEE requirements. The aim being to increase the number of permit and authorisation processes that takes into account relevant codes of practice issued under the B-BBEE Act.
Source of data	Information contained in the new EXCEL-based application forms or submission of BBBEE certificate or proof of contribution to the transformation fund.
Method of calculation/Assessment	Number
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired Performance	Target met
Indicator responsibility	Chief Commissioner

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

Indicator title	Increasing the share of policy recommendations, where distributional impact considerations have been factored into a Commission determination.
Definition	Distributional Impact assessment of trade policy decisions on different economic actors (consumers welfare cost of living, and downstream industries).
Source of data	SARS, Applicant's data, StatsSA data.
Method of calculation/Assessment	<p>Method of Calculations: Number of assessment reports.</p> <p>Analysis/Assessment: 2 main elements assessed.</p> <ul style="list-style-type: none"> ▪ Determination of subject product category for distributional impact <ul style="list-style-type: none"> - (final household products such as food items and other household via LCS data available from Stats SA; Sectoral determination – SARS BOE data, Stats SA Supply & Use Table).

	<ul style="list-style-type: none"> ▪ Price Impact Modelling <ul style="list-style-type: none"> - PE - Partial Equilibrium – distributional impact firm level data analysis [Market and Trade data, Cost price build-up, Import statistics, Industry specific data]. - CGE - Computable General Equilibrium – sectoral determination impact. ▪ Elasticity of demand and Supply. <p>Assessments are confined to:</p> <ul style="list-style-type: none"> ▪ Where the state is a buyer. ▪ Where the product falls within the Masterplans. ▪ Goods and services consumed by poor households.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Downstream Industries • Consumers
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Quarterly
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Economic Analysis and Trade Monitoring

12. Improving the terms on which firms can either access domestic demand or alleviate unnecessary raw material cost pressures through timeous implementation of relevant trade measures

Indicator title	Improving the terms on which firms can either access domestic demand or alleviate unnecessary raw material cost pressures through timeous implementation of relevant trade measures
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 and application form.
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 preliminary evaluation Commission meeting to date of final determination by the Commission.
Assumptions	None.

Disaggregation of Beneficiaries (where applicable)	• : N/A.
Spatial Transformation (where applicable)	• N/A.
Reporting cycle	Quarterly.
Desired Performance	Target met or exceeded
Indicator responsibility	Tariff Investigations

13. Enable domestic firms and exporters to have access to competitively priced raw materials and other inputs through the timeous administration of Customs Duty Rebate and Drawback provisions

Indicator title	Enable domestic firms and exporters to have timely access to competitively priced raw materials and other inputs through the timeous administration of Customs Duty Rebate and Drawback provisions
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 the permits processed is kept on the V-drive and application form.
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 issuing the permit.
Assumptions	None.
Disaggregation of Beneficiaries (where applicable)	• N/A.
Spatial Transformation (where applicable)	• N/A. • N/A.
Reporting cycle	Quarterly
Desired Performance	Target met or exceeded
Indicator responsibility	Tariff Investigations

14. Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness through timeous administration of Automotive Production and Development Programme (APDP): Eligible Production Certificates (EPCs) issued within 10 working days after technical working group or factory visit and/or the submission of all outstanding information.

Indicator title	Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness through timeous administration of Automotive Production and Development Programme (APDP) : Eligible Production Certificates (EPCs) issued within 10 working days after technical working group or factory visit and/or 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 and the application.
Method of calculation/Assessment	The indicator is calculated by counting the number of days taken to issue EPCs from the date of the technical working group or factory visit and/or the submission of all outstanding information.
Assumptions	This indicator is based on the assumption that all the information required and supporting documents have been submitted.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired Performance	Target met.
Indicator responsibility	Senior Manager: Tariff Investigations II.

15. Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness through timeous administration of Automotive Production and Development Programme (APDP) : Company Specific Percentages (CSPs) issued within 10 working days.

Indicator title	Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness through timeous administration of Automotive Production and Development Programme (APDP) : 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 and application.
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)	N/A

Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired Performance	Target met
Indicator responsibility	Senior Manager: Tariff Investigations II.

16. Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness through timeous administration of Automotive Production and Development Programme (APDP) : PRCs issued within 30 days.

Indicator title	Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness through timeous administration of Automotive Production and Development Programme (APDP) :PRCs issued within 30 days.
Definition	The indicator displays the time taken to finalise PRCs issued in accordance with APDP Regulations and guidelines to increase value addition in the automotive sector.
Source of data	A database to record the time taken to issue PRCs is kept on the V-drive and application.
Method of calculation/Assessment	The indicator is calculated by counting the number of days taken to issue PRCs form 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)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired Performance	Target met
Indicator responsibility	Senior Manager: Tariff Investigations II.

17. Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness through timeous administration of Automotive Production and Development Programme (APDP) : APDP Verifications completed within 90 days

Indicator title	Enable domestic industry to increase production volumes, deepen the local value addition and improve global competitiveness through timeous administration of Automotive Production and Development Programme (APDP) : APDP Verifications completed within 90 days.
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 and report.
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)	N/A
Spatial Transformation (where applicable)	N/A
Reporting cycle	Quarterly
Desired Performance	Target met
Indicator responsibility	Senior Manager: Tariff Investigations II.

18. Enable SACU firms to speedily respond to unfair, harmful, and injurious import competition

Indicator title	Enable SACU firms to speedily respond to unfair, harmful, and injurious import competition
Definition	The indicator displays the turnaround times of preliminary and 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 gazetted. 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 on Trade Remedy investigations (Anti-Dumping; Safeguard, and Countervailing) 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 provisional determination (6 months) and the final determination (10 months).

Assumptions	The time frames take the following assumptions into account: 2 domestic firms; 2 importers; 2 exporters; one country involved in the investigation.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A. • Target for Youth: N/A. • Target for People with Disabilities: N/A.
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A. • Reflect on the spatial impact area: N/A.
Reporting cycle	Annual.
Desired Performance	Efficient administration of Trade Remedies.
Indicator responsibility	Senior Manager: Trade Remedies I & II.

19. Trade defense measures are reviewed in response to conjunctural developments

Indicator title	Trade defense measures are reviewed in response to conjunctural developments
Definition	The review involves developing guidelines and frameworks for various trade remedy instruments to improve efficiency and effectiveness in supporting the domestic industry in response to global developments (such as structural overcapacity in some markets) and national priorities.
Source of data	The approved guidelines and frameworks
Method of calculation/Assessment	Count the number of approved guidelines and frameworks
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 and Effective administration of Trade Remedies.
Indicator responsibility	Senior Manager: Trade Remedies I & II.

20. Restricted and prohibited categories of products are controlled for importation for environmental, health and safety reasons (Import Control Permits).

Indicator title	Restricted and prohibited categories of products are controlled for importation for environmental, health and safety reasons. (Import Control Permits)
Definition	The indicator displays the extent to which import permits were issued to facilitate the importation of controlled goods by compliant importers.
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	Effective administration of Import And Export Control.
Indicator responsibility	Senior Manager: Import and Export Control.

21. Restricted and prohibited categories of products are controlled for exportation for environmental, health and safety reasons (Export Control Permits).

Indicator title	Restricted and prohibited categories of products are controlled for exportation for environmental, health and safety reasons (Export Control Permits).
Definition	The indicator displays the extent to which export permits were issued to facilitate the importation of controlled goods by compliant importers.
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	Effective administration of Import And Export Control.
Indicator responsibility	Senior Manager: Import and Export Control.

22. Sectoral agility in the management of product coverage in the prohibited and restricted import and export list.

Indicator title	Sectoral agility in the management of product coverage in the prohibited and restricted import and export list.
Definition	<p>This indicator tracks proactive advisory support in the form of action notes and memoranda dispatched to the Minister to discharge his Section 6 obligations regarding the inclusion or exclusion of products under import and export control.</p> <p>The following will be prioritised in no particular order: Steel and Tyres; Critical Minerals (Batteries); Foot-ware; Furniture and Electronic waste</p>
Source of data	Import and export reports
Method of calculation/Assessment	Simple count
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	Actual performance meets targeted performance
Indicator responsibility	Senior Manager: Import and Export Control

23. Enhanced ex-post trade monitoring to inform administrative and policy iteration and review.

Indicator title	Enhanced ex-post trade monitoring to inform administrative and policy iteration and review.
Definition	Trade monitoring support in product markets covered by Sector Master plans to improve the calibration of trade instruments in achieving masterplan intended goals. Trade monitoring flows after imposition of trade remedies measures to ensure measures are effective and to prevent circumvention of duties.
Source of data	SARS BOE, DTIC, industry bodies reports, StatsSA, related government departments.
Method of calculation/Assessment	Method of calculation: simple count. These reports focus on masterplans chosen from the following sectors: the Agriculture and Agro-processing, Poultry Sector, Steel and Metal Fabrication, R-CTFL value chain, Automotive, Health, Cannabis, Chemical, Forestry, Furniture, Marine, Plastics, Sugar, Water and Sanitation, Medical Device, Renewable energy masterplans. Conduct data-driven analysis to improve the effectiveness of trade remedy decisions in at least 5% of the trade remedies investigations where monitoring of trade flow is required. Assessments are confined: <ul style="list-style-type: none"> • Tariff policy adjustment • Circumvention • Inform the reprioritising of the limited import and export enforcement resources.
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	Actual performance meets targeted performance
Indicator responsibility	Economic Analysis and Trade Monitoring

24. Firm-level benefits of protective tariff support are harmonised with national industrial objectives.

Indicator title	Firm-level benefits of protective tariff support are harmonised with national industrial objectives.
Definition	Impact assessment reports on final tariff amendment decisions with Reciprocal Commitments.

	The performance of beneficiaries is measured against the terms of the reciprocal commitments that aim to facilitate investment in line with policy objectives, such as increased economic growth and competitiveness, employment creation, income equality, and consumer welfare.
Source of data	Firm's Irrevocable undertaking (Reciprocal commitments), Final determination of the Minister of the dtic, dtic minister letter the minister of Finance, Firm's Bi-Annual report.
Method of calculation/Assessment	Reports of tariff amendment final determinations with reciprocal commitment implemented over the last 4 financial years.
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	Semi-Annual
Desired Performance	To determine whether the applicant firms have achieved the reciprocal commitments made as part of their applications for tariff amendments or rebate applications.
Indicator responsibility	Economic Analysis and Trade Monitoring

25. The firm size, demographic and geospatial distribution of firms receiving permits and authorisations are better understood to inform policy review and iteration

Indicator title	The firm size, demographic and geospatial distribution of firms receiving permits and authorisations are better understood to inform policy review and iteration
Definition	<p>Trade instruments report for sectors with significant manufacturing capacity. The following trade instruments are assessed: AGOA rebate (Poultry), Agro-processing rebate for tomato paste, Titanium Dioxide rebate, and Import Permits (IE461 applications for commercial purposes or donations). The report covers aggregated data on:</p> <ul style="list-style-type: none"> ▪ disaggregating applications received for tariffs, remedies and permits by firm size, to better capture and understand the firm size distribution of applicants. ▪ geo-spatial referencing of where firm-level production and trade activities are occurring to better understand, in line with the District Development Model, the geographic distribution of applicants. ▪ analysing the race, gender, age and other demographic markers of applicant firms in line with our strategic pursuit of transformation and structural change.

	<ul style="list-style-type: none"> ▪ A number of small firms are accessing our services (SMMEs), firm's designated categories, firms located in non-metro areas. ▪ the number of firms whose production and trade activities are located outside of metropolitan areas.
Source of data	IE461 Commercial Import permits, AGOA rebate (Poultry) applications, and Agro- processing rebates for tomato paste, Titanium Dioxide rebate.
Method of calculation/Assessment	Method of Calculations: Quantitative, simple count. Assessment: ITAC Permit application trends, determination of value adding rebate items, permit instrument impact, disaggregated data analysis on firm size, geo-location, and demographic markers.
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	Annually
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Economic Analysis and Trade Monitoring

26. Reduced procedural or administrative cumbersomeness, to the ease the cost and complexity of doing business.

Indicator title	Reduced procedural or administrative cumbersomeness to the ease of doing business.
Definition	<p>To report on</p> <ul style="list-style-type: none"> • regulations submitted which are aimed at reducing red tape • permit modernization system development progress
Source of data	Submissions to the DTIC
Method of calculation/Assessment	Qualitative
Assumptions	Focus is on amendments to regulations that are aimed to improve efficiency or turnaround time.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> • Target for Women: N/A • Target for Youth: N/A • Target for People with Disabilities: N/A

Spatial Transformation (where applicable)	<ul style="list-style-type: none"> • Reflect on contribution to spatial transformation priorities: N/A • Reflect on the spatial impact area: N/A
Reporting cycle	Quarterly
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Senior Manager: Policy and Research

27. Digitization and automation of the Commission's Permit Authorisation

Indicator title	Digitization and automation of the Commission's Permit Authorisation
Definition	To create a digital platform for trade insights to allow for better policy decision making.
Source of data	System development progress report
Method of calculation/Assessment	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Reporting cycle	Annually
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Chief Information Officer

28. Insights and reflections informed by our operations contribute to measures to promote public awareness of ITAC work, growing our share of voice in the public discourse.

Indicator title	Insights and reflections informed by our operations contribute to measures to promote public awareness of ITAC work, growing our share of voice in the public discourse.
Definition	In line with section 22 of the Act, and the ITAC Communications Policy, the Commission will implement measures to promote public awareness and engagement with its work. This will take the form of the launch of a working paper series (collating contributions by ITAC staff), opinion pieces published in traditional media ('op-eds') and stakeholder engagements (international partnerships, capacity building and similar activities)
Source of data	Links to articles, PoE from activities, and submitted articles to working paper series
Method of calculation/Assessment	Quantitative, simple count
Disaggregation of Beneficiaries (where applicable)	N/A
Reporting cycle	Annually

Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Office of the Chief Commissioner

29. Amended International Trade Administration Act to ensure implementation of effective trade policy tools to improve industry competitiveness.

Indicator title	Amended International Trade Administration Act to ensure implementation of effective trade policy tools to improve industry competitiveness
Definition	This indicator refers to the process of revising or updating the International Trade Administration Act to introduce or enhance trade policy measures that aim to boost the competitiveness of domestic industries in global markets.
Source of data	First Draft ITA Amendment Bill
Method of calculation/Assessment	Quantitative, simple count
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Reporting cycle	Annually
Desired Performance	Actual performance meets targeted performance
Indicator responsibility	Chief Commissioner

30. Latent industries and strategic sectors are incentivised and incubated by strategic deployment of trade measures

Indicator title	Latent industries and strategic sectors are incentivised and incubated by strategic deployment of trade measures
Definition	The development of an enabling legal provision in the primary legislation to allow for “suspended duties” (i.e. duties that approved but pending an associated investment by the applicant) that incentivize greenfield investment and that incubate infant industries.
Source of data	Draft ITA Amendment Bill
Method of calculation/Assessment	Quantitative, simple count
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Reporting cycle	Annually
Desired Performance	Actual performance meets targeted performance

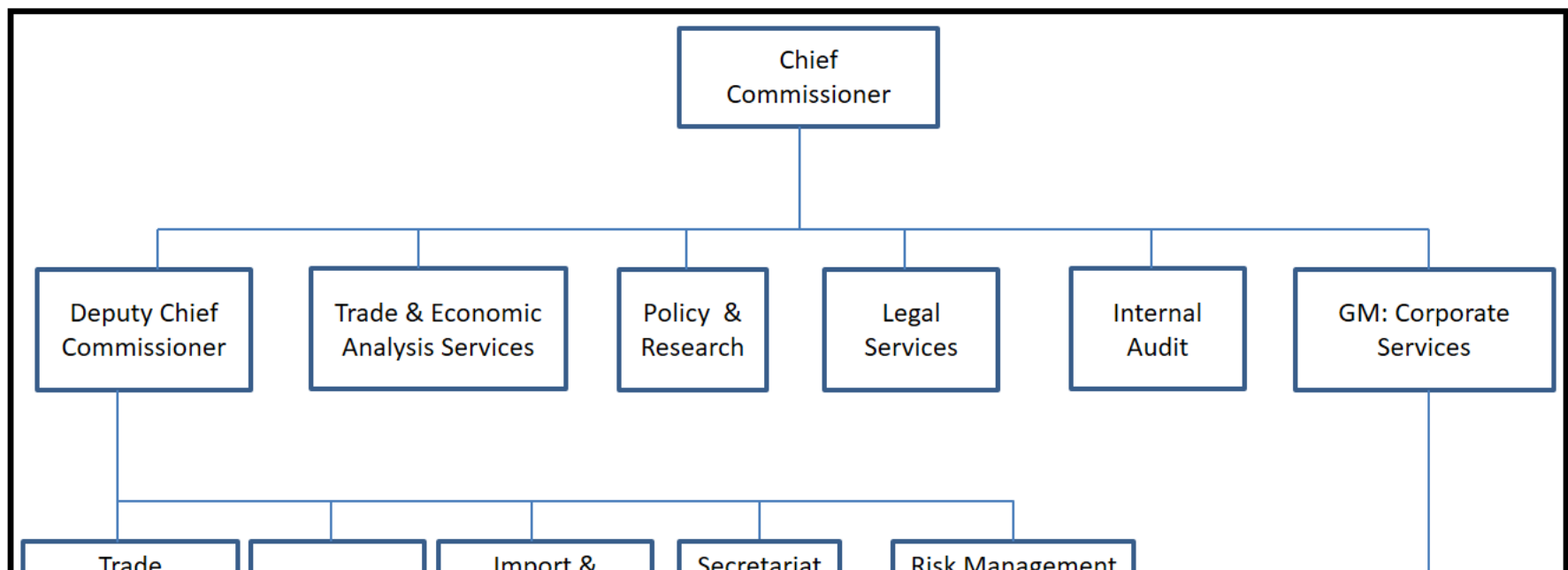
Indicator responsibility	Policy and Research
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PART E: OTHER RELATED DOCUMENTS

ANNEXURE A: ORGANISATIONAL STRUCTURE

ANNEXURE B: ITAC COMMISSIONERS

ANNEXURE A: ORGANISATIONAL STRUCTURE



ANNEXURE B: ITAC COMMISSIONERS

Chief Commissioner (Full time)

Ayabonga Cawe

Chairperson of the Commission (Part time)

Mr Etienne Doyle Vlok

Deputy Chief Commissioner (Full time)

(Vacant)

Part time Commissioners

Ms Phozisa Mbiko

Mr Wandile Sihlobo