# NATIONAL CREDIT REGULATOR

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## ANNUAL PERFORMANCE PLAN FOR THE 2026/27 FINANCIAL YEAR

**Presentation to the Select Committee on Economic Development and Trade**

**28 October 2026, 10h00 – 13h00**

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**Chief Executive Officer**

National Credit Regulator

Advocating For Inclusive Credit

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# NCR VISION AND MISSION

## VISION

To steer and advance a South African consumer credit market that is fair, transparent, inclusive, accessible, and dynamic.



## MISSION

To advance the social and economic wellness of South Africa, by:

- Promoting a financially inclusive environment where all consumers have the opportunity to make informed decisions and credit services are available to all.
- Proactively regulating for a fair and non-discriminatory market for access to consumer credit.
- Committing to sustainability, social responsibility, and excellence, to ensure a lasting positive impact on both

# LEGISLATIVE MANDATE

- Promote a fair & non-discriminatory marketplace for access to consumer credit;
- Provide for general regulation of consumer credit & improved standards of consumer information;
- Prohibit certain unfair credit and credit marketing practices;
- Promote responsible credit granting and use;
- Prohibit reckless credit granting;
- Provide for debt re-structuring in cases of over-indebtedness;
- Regulate credit information; and
- Promote a consistent enforcement framework relating to consumer credit.



# PLANNED PERFORMANCE

The organisation has structured 3 programmes to efficiently align with the MTDP priorities of the dtic. Through these programmes, the organisation will:

(i) Promote economic growth and an inclusive credit market through MSMEs capacitation, empowerment of designated groups and employment of the youth and people with disabilities.
(ii) Promote fair, responsible and accessible consumer credit market through enforcement of the NCA.
(iii) Improve financial stability whilst ensuring long-term success by balancing economic growth, environmental responsibility, and social wellbeing.

The NCR continues to build on these three strategic programmes:

**(i)** **Improved regulatory environment** which promotes economic inclusion through MSME support, poverty reduction, youth employment and tackling the high cost of living.
**(ii)** **Enforcement of the National Credit Act** which promotes a fair, responsible and accessible consumer credit market promoted.
**(iii)** **Sustainability, Environmental, Social and Governance** aimed at improving long-term value whilst minimising our ecological footprint, fostering inclusive communities, and ensuring the highest level of ethical service delivery.

**Programme 1: Improved regulatory environment**

**Purpose of the programme:** To promote economic inclusion, growth, transformation and tackling the high cost of living.

| Outcome | Outputs | Output Indicators | Audited Actual Performance | | | Estimate Performance | Medium-term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
| A strengthened and responsive credit regulatory framework. | Submission of credit information for MSMEs by registered credit providers to credit bureaus. | Number of credit active MSMEs submitted to the credit bureaus. | New indicator. | New indicator. | New indicator. | Proposed regulations amendments report submitted to the dtic. | 20 000 new credit active MSMEs submitted to the credit bureaus. | 10 000 credit active MSMEs submitted to the credit bureaus. | 15 000 credit active MSMEs submitted to the credit bureaus. |
| Responsible credit market development and financial inclusion in South Africa. | Establishment and maintenance of the National Register of Credit Agreements (NRCA). | Implementation of the phased approach proposed in the feasibility study. | New indicator. | New indicator. | New indicator. | New indicator. | Implementation of activities as proposed in the approved feasibility study. | Technical rollout and piloting of the NRCA. | Launch real-time operations and capacity building. |

# 2026/27 ANNUAL PERFORMANCE PLAN

| Outcome | Outputs | Output Indicators | Audited Actual Performance | | | Estimate Performance | Medium-term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
| Economic transformation and equitable inclusion of designated groups (women, youth and persons with disabilities) for a just society. Youth employment opportunities created. | B-BBEE Procurement spend from all empowering suppliers based on the B-BBEE Procurement Recognition Levels | % of total procurement spend from all empowering suppliers based on the B-BBEE Procurement Recognition Levels. | New indicator. | New indicator. | New indicator. | New indicator. | 80% of total procurement spend from all empowering suppliers based on the B-BBEE Procurement Recognition Levels. | 80% of total procurement spend from all empowering suppliers based on the B-BBEE Procurement Recognition Levels. | 80% of total procurement spend from all empowering suppliers based on the B-BBEE Procurement Recognition Levels. |
| | Qualifying purchase orders issued MSMEs and designated groups. | % of the total number of purchase orders issued to MSMEs. | New indicator. | 25% of the total number of qualifying purchase orders issued to MSMEs. | 75% of the total number of purchase orders issued to SMMEs. | 75% of the total number of qualifying purchase orders issued to MSMEs. | 75% of the total number of qualifying purchase orders issued to MSMEs. | 75% of the total number of qualifying purchase orders issued to MSMEs. | 75% of the total number of qualifying purchase orders issued to MSMEs. |
| | | % of the total number of qualifying purchase orders issued to Youth. | New indicator. | New indicator. | New indicator. | New indicator. | 14% of the total number of qualifying purchase orders issued to Youth. | 14% of the total number of qualifying purchase orders issued to Youth. | 14% of the total number of qualifying purchase orders issued to Youth. |

# 2026/27 ANNUAL PERFORMANCE PLAN

| Outcome | Outputs | Output Indicators | Audited Actual Performance | | | Estimate Performance | Medium-term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
| | | % of the total number of qualifying purchase orders issued to Women. | New indicator. | New indicator. | New indicator. | New indicator. | 22% of the total number of qualifying purchase orders issued to Women. | 22% of the total number of qualifying purchase orders issued to Women. | 22% of the total number of qualifying purchase orders issued to Women. |
| | | % of the total number of purchase orders issued to People with Disabilities. | New indicator. | New indicator. | New indicator. | New indicator. | 0.5% of the total number of qualifying purchase orders issued to People with Disabilities. | 0.5% of the total number of qualifying purchase orders issued to People with Disabilities. | 0.5% of the total number of qualifying purchase orders issued to People with Disabilities. |
| | Targeted B-BBEE level achieved. | Achieve targeted B-BBEE level. | New indicator. | New indicator. | New indicator. | New indicator. | Alignment with B-BBEE requirements for level 3. | Achieve B-BBEE level 3. | Maintain B-BBEE level 3. |
| | Total new hires that are youth. | % of administrative and entry level vacancies filled by youth. | New indicator. | New indicator. | Recruit 10 learners/interns through BANKSETA | Recruit 10 learners / interns through BANKSETA | 20% of administrative and entry level vacancies filled by youth. | 20% of administrative and entry level vacancies filled by youth. | 20% of administrative and entry level vacancies filled by youth. |

# 2026/27 ANNUAL PERFORMANCE PLAN

| Outcome | Outputs | Output Indicators | Audited Actual Performance | | | Estimate Performance | Medium-term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
| | Total new hires of people with disabilities. | % of new hires that are people with disabilities. | New indicator. | New indicator. | New indicator. | New indicator. | 0.3% of new hires that are people with disabilities. | 0.4% of new hires that are people with disabilities. | 0.5% of new hires that are people with disabilities. |

**Programme 2: Enforcement of the National Credit Act**
**Purpose of the programme:** To promote a fair, responsible and accessible consumer credit market through the enforcement of the NCA.

| Outcome | Outputs | Output Indicators | Audited Actual Performance | | | Estimate Performance | Medium-term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
| Improved compliance through enforcement of the NCA. | Investigation of alleged contravention of the NCA completed. | Number of investigations of alleged contravention of the NCA completed. | New indicator. | New indicator. | New indicator. | New indicator. | 70 investigations of alleged contravention of the NCA completed. | 73 investigations of alleged contravention of the NCA completed. | 76 investigations of alleged contravention of the NCA completed. |
| Financial redress for consumers through enforcement of the NCA. | Refunds and credit account balance adjustments secured. | Rand value of refunds and credit account balance adjustments secured. | New indicator. | New indicator. | New indicator. | New indicator. | R100m of refunds and credit account balance adjustments secured. | R120m of refunds and credit account balance adjustments secured. | R130m of refunds and credit account balance adjustments secured. |
| Improved compliance through enforcement of the NCA. | Administrative fines and penalties imposed. | Rand value of administrative fines and penalties imposed. | New indicator. | New indicator. | New indicator. | New indicator. | R1.2m of administrative fines and penalties imposed. | R1.3m of administrative fines and penalties imposed. | R1.4m of administrative fines and penalties imposed. |

**Programme 3: Sustainability and Environmental, Social and Governance**

**Purpose of the programme:** To enhance financial stability and ensure long-term sustainability through strong governance practices.

| Outcome | Outputs | Output Indicators | Audited Actual Performance | | | Estimate Performance | Medium-term Targets | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
| Reduced financial distress and over-indebtedness contributing to SDG 1 & 10. | Consumers with impaired records reduced. | % reduction in consumers with impaired records. | New indicator. | New indicator. | New indicator. | New indicator. | 35.09% reduction in consumers with impaired records. | 35.05% reduction in consumers with impaired records. | 34.09% reduction in consumers with impaired records. |
| Transparent and accountable Institution contributing to SDG 16. | Audit recommendations implemented within agreed timelines for improved governance. | % of audit recommendations implemented within agreed timelines for improved governance. | New indicator. | New indicator. | New indicator. | New indicator. | 100% Audit recommendations implemented within agreed timelines for improved governance. | 100% management action plans implemented within agreed timelines for improved governance. | 100% management action plans implemented within agreed timelines for improved governance. |
| | Audit opinion achieved. | Favourable Audit opinion achieved. | New indicator. | New indicator. | New indicator. | New indicator. | Unqualified audit opinion achieved with no material findings. | Unqualified audit opinion achieved with no material findings. | Unqualified audit opinion achieved with no material findings. |

# FINANCIAL REPORT

The NCR allocated its budget as follows:

| | YTD | Budget YTD | % Spent | Annual Budget |
|---|---|---|---|---|
| **Improved regulatory Environment (P1)** | R1 733 833 | R3 446 650 | 25% | R6,893,300 |
| **Enforcement of the NCA (P2)** | R9 099 931 | R11 906 731 | 38% | R23 813 462 |
| **Sustainability and environment, social and governance (P3)** | R68 497 965 | R72 807 352 | 46% | R149 057 703 |
| | **R79 331 729** | **R88 160 733** | | **R179 764 465** |






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# THANK YOU






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