DEPARTMENT OF TRADE, INDUSTRY AND COMPETITION

ANNUAL PERFORMANCE PLAN 2026-2027

A NATION THAT WORKS FOR ALL

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

the dtic - together, growing the economy

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2030 NDP

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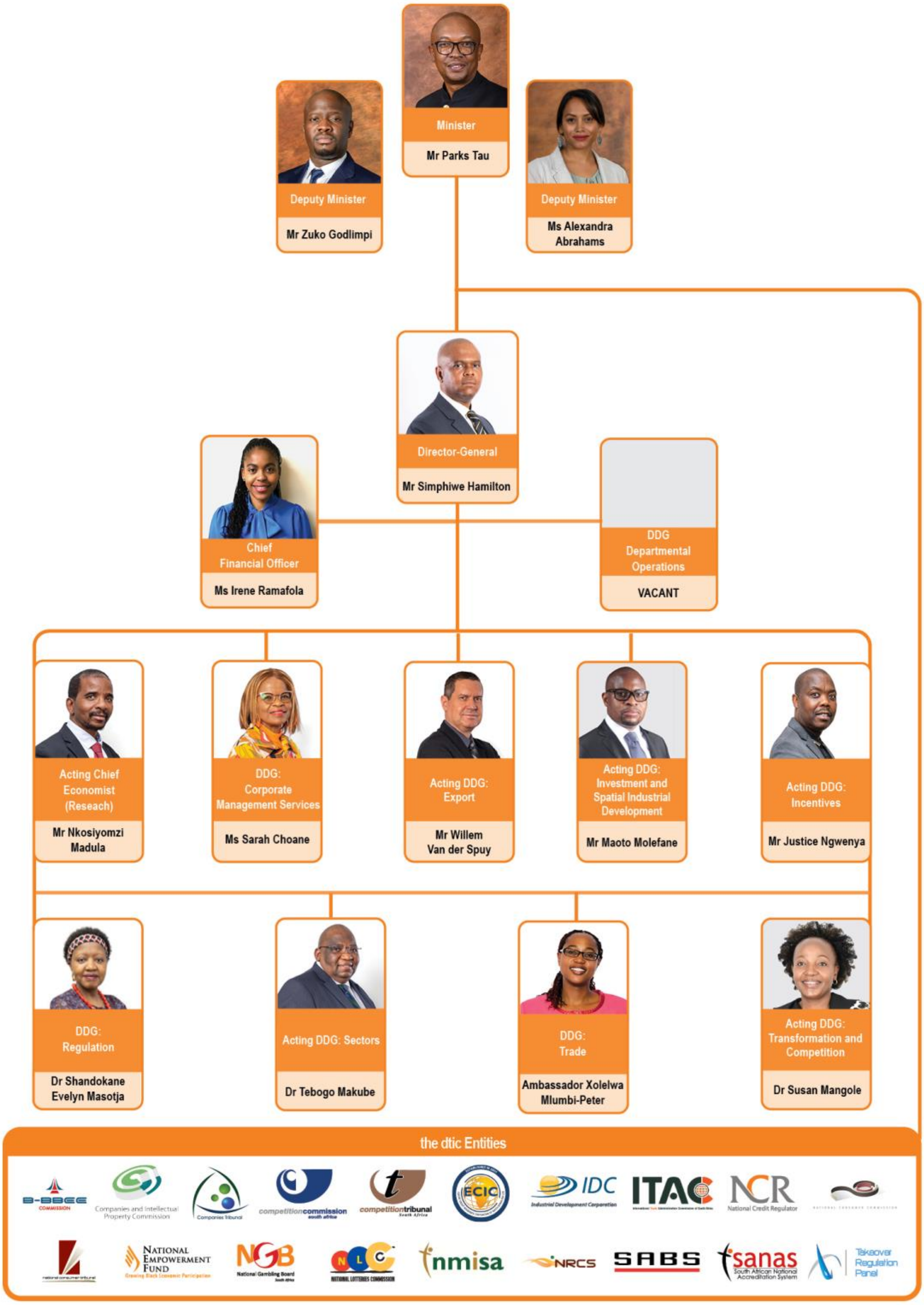
OPERATIONAL STRUCTURE



Executive Authority Statement

the dtic Group consists of the national Department and eighteen entities which are involved in economic and consumer regulation, technical infrastructure, and development finance. In preparation for this Annual Performance Plan (APP), I convened a Ministerial Lekgotla that enabled internal and external specialists, including Ministers and Deputy Ministers from key government departments, to provide strategic insights to the senior management of the Department and its entities. These insights were subsequently converted into a SWOT analysis of the South African economy which enabled the Department to develop the 2026/27 APP.

The APP is informed by the intense debates and discussions among over 100 senior managers and specialists, including external representatives, each with diverging economic policy views. The 2026/27 APP focuses on a limited number of high impact strategic interventions which, when successfully implemented, will grow the manufacturing sector, sustain and create jobs, and transform the economy and our people’s lives.

Government will seek to achieve these objectives during a period of exceptional global uncertainty with armed conflicts in Europe, the Middle East, and Africa. In addition, the rules-based global economic and trade structures, and institutions, are under severe attack. While these structures and institutions were by no means perfect, the alternate may be significantly worse. If large economic powers and regions decide to abandon multilateral rules and pursue their own narrow interests, this could become a constraint to growth for small, developing countries such as South Africa.

Despite these potential threats, there are a few tail winds that are likely to assist in the growth of our economy. Load shedding has been successfully arrested, and a more dynamic and resilient energy system has been built to safeguard against a cataclysmic energy disruptions in future. The focus now shifts towards building a comprehensive transmission network and addressing the abnormally high cost of electricity.

The increasing volume of goods moving in and out of the country signals the significant progress made to improve the performance of South Africa's ports and freight rail lines. Additionally, South Africa has just been removed from the grey list of the Financial Action Task Force (FATF) on money laundering and terrorism financing. South Africa's credit ratings have improved, and inflation is at its lowest level in twenty years, resulting in interest rates gradually entering a downward trajectory.

Aggressive investment in roads, bridges, rail lines, ports, dams, wind and solar farms across the country presents more opportunities for localisation, job creation and positive economic activity in the country. Green shoots are beginning to show, as the economy is showing signs of recovery, and the unemployment rate reflects improvement.

Economic growth is also increasingly influenced by the global pressure to reduce greenhouse gas (GHG) emissions to arrest climate change. Given the extent to which many of South Africa's industries depend on coal-fired electricity, this has become a significant threat to South Africa's exports in large, traditional markets. De-carbonisation of energy production and manufacturing is therefore an imperative.

The Department will lead de-carbonisation efforts through the designation of Special Economic Zones (SEZs) which are customised to support investments in the battery value-chain, renewable energy components and green hydrogen. We will accelerate efforts to retrofit firms for increased resource and energy efficiency, and finalise the New Energy Vehicle Roadmap.

South Africa's export profile as a proxy for global competitiveness indicates that just 3 categories, namely mineral commodities, precious stones and base metals, account for over 50% of South Africa's total exports. This is in stark contrast to South Africa's high-technology, manufactured exports which account for less than 5% of total exports. This export profile reflects the extent to which our manufacturing sector is concentrated in the mature segments where demand is stagnant and import competition fierce.

Efficient and cost-effective network industries provide the foundations of economic growth. Achieving rapid economic growth requires targeted interventions to unlock growth in the manufacturing, agriculture, mining and digital services sectors.

Consequently, **the dtic** will be working closely with stakeholders from business, labour and other government departments, to identify opportunities to beneficiate our mineral resources assist the manufacturing sector including agro-industries to progress to higher value-added activities, and scale-up support for the digital economy.

This will ensure a ‘whole of government’ approach to re-industrialising the SA economy. This is essential for the creation of large numbers of decent jobs at appropriate skill levels to ensure that the full potential of our citizens is developed. This approach also reflects **the dtic**’s continued commitment as required by our Constitution to transformation and to redress in the wake of t apartheid.

This APP includes bold actions to reinvigorate broad-based black economic empowerment (B-BBEE) including strengthened monitoring of B-BBEE compliance, and rolling out a substantial Transformation Fund to address long-standing access to finance challenges for small, medium and micro-enterprises (SMMEs) and Black-owned businesses more generally. At the same time, **the dtic** will ramp up its efforts to build sustainable township industries by developing a new model for Industrial Parks (IPs). This model is intended to improve operations, financial stability, maintenance and the services provided at the IPs, in turn generating economic activity in the surrounding communities where majority of South Africans live.

These interventions are not about charity, but rather, are aimed at driving inclusive economic growth, sustained by a growing working-age population, which earns a salary and spends it on domestically manufactured consumer goods. This cycle of economic reinforcement is critical to SA’s long-term growth, development and social stability.

South Africa has favourably negotiated significant trade preferences with key trading partners such as the EU, SADC, BRICS+, US, UK and Africa. **the dtic** will therefore strengthen its export promotion and exporter development activities, to substantially increase manufactured exports including from SMMEs, Black- and women-owned firms. In addition, we continue to work with our African counterparts to fully operationalise the African Continental Free Trade Area (AfCFTA) and its economic benefits. In this regard, outstanding rules of origin on clothing and textiles, and autos, have been resolved under the AfCFTA, thus unlocking market access opportunities.

The welcome conclusion of load-shedding has meant that, South Africa is rapidly regaining its status as an attractive investment destination. This is in part due to the emergence of the Government of National Unity (GNU), and explicit focus on stimulating investment championed by President Cyril Ramaphosa who aims to facilitate R2-trillion investment in the South African economy over the next five years. To achieve this ambitious target requires collaboration with stakeholders in business and labour, expansion of the Special Economic Zones (SEZ) programme, targeted investment promotion and the continuation of the Invest SA One-Stop-Shops roll-out to address regulatory barriers to investment.

I am confident that working together we can do more, and this APP represents an ambitious new work programme for the Department with the objective of achieving the 3 strategic priorities of the GNU, with a focus on faster and inclusive economic growth.

I extend my gratitude to the Deputy Ministers, Portfolio and Select Committees, Director-General (DG) and senior officials of the Department and our entities who have assisted in creating the APP which I have the pleasure of tabling.

Mr Parks Tau
Minister of Trade, Industry and Competition

Deputy Minister Statement

South Africa enters the 2026/27 financial year at a moment where the economic environment is steadily improving and the foundations for sustained growth are being rebuilt. Macroeconomic stability is strengthening, inflation is moderating and fiscal credibility is improving. Structural reforms in energy, logistics and governance are beginning to yield measurable results, restoring confidence and creating the conditions for higher levels of investment and industrial expansion.

The stabilisation of key economic fundamentals is a platform upon which a new cycle of inclusive growth and industrialisation must be built. The central task before government and **the dtic** is translating this improved environment into higher levels of production, investment, employment and transformation. The 2026/27 Annual Performance Plan reflects a focused programme of action to deepen re-industrialisation, expand trade and investment and ensure that economic growth is inclusive and sustainable.

A central pillar of this work is the diversification of South Africa's trade and investment relations to strengthen resilience in an increasingly uncertain global trade environment. South Africa will continue to leverage its strategic trade relationships and agreements to expand market access for domestic firms, deepen regional integration and build resilient value chains, and emphasis will be placed on maximising the opportunities presented by the AfCFTA, which provides a historic platform to expand intra-African trade, support industrialisation and position South African firms within continental value chains.

The AfCFTA is a key instrument in deepening trade across the continent and building resilience against global trade volatility. Efforts will focus on increasing utilisation of preferences, addressing non-tariff barriers, and supporting firms, particularly SMMEs and Black-owned businesses, to expand into new African markets. This work will be complemented by continued engagement within the Southern African Customs Union (SACU) to strengthen regional industrial integration and ensure that the customs union remains a vehicle for shared industrial development and trade facilitation.

Trade diversification beyond the continent remains equally important. South Africa will advance implementation of the Early Harvest Agreement under the China–Africa Economic Partnership Agreement (CAEPA) and deepen engagement with key partners through the SACU–India Preferential Trade Agreement and other targeted bilateral initiatives. These engagements are aimed at expanding export opportunities, strengthening industrial cooperation and positioning South African firms within new and growing markets. In a global environment characterised by protectionism and shifting supply chains, a diversified trade posture is essential for safeguarding growth and employment.

A strengthened legislative and regulatory framework will underpin these efforts. The submission of the Patents Bill and the Design Amendment Bill to Cabinet represents an important step in modernising South Africa's intellectual property regime to support innovation, industrial development and access to affordable products and technologies. These reforms are critical to ensuring that the intellectual property system supports local manufacturing, encourages technological development and contributes to inclusive economic growth.

Amendments to the legislative framework governing the International Trade Administration Commission (ITAC), the International Trade Administration Act, are also being advanced to strengthen the country's trade remedies and regulatory capacity. A modernised and agile trade administration framework will enhance the state's ability to respond to unfair trade practices, combat illegal imports and protect domestic industry, to support industrial development and safeguarding employment.

Investment mobilisation remains central to achieving sustained economic growth and industrial expansion. In line with national targets to significantly increase investment over the medium term, **the dtic** will intensify efforts to crowd in both domestic and foreign direct investment into productive sectors of the economy. This will be supported by strengthened investment facilitation, targeted sector promotion and closer collaboration with provinces and municipalities to unlock investment and export opportunities. Spatial industrial development will continue to focus on strengthening SEZs and IPs as platforms for industrial expansion, localisation and job creation. The development of cross-border SEZs and industrial corridors will play an increasingly important role in building regional value chains, expanding market access and supporting the beneficiation of regional resources. These initiatives will contribute to a more integrated and resilient regional industrial ecosystem.

The expansion of manufacturing output and value addition remains fundamental to South Africa's growth trajectory. Implementation of the National Industrial Policy Framework (NIPF) will continue to guide sector development, with a focus on strengthening productive capacity, increasing localisation and supporting emerging and high-potential sectors. Localisation remains a critical lever for re-industrialisation and the stimulation of domestic demand for locally produced goods and services.

In collaboration with key partners across government, the Department will continue to advance industrialisation linked to the energy transition, including the development of domestic manufacturing capabilities in renewable energy and related value chains. The South African Renewable Energy Masterplan (SAREM) represents an important platform to ensure that the transition to a low-carbon economy supports local industry, supplier development and employment creation. I look forward to working with Deputy Minister of Electricity and Energy to advance the work of the masterplan and mobilise stakeholders towards its implementation.

Targeted incentive programmes will continue to support investment, job creation and sector expansion, and emphasis will be placed on sectors with strong employment potential, including the global business services sector. This sector remains one of South Africa's most competitive and labour-absorbing service industries, providing critical entry-level employment opportunities for young people, and contributing to export earnings and skills development. Strengthening South Africa's position as a global hub for digitally enabled services will remain a priority.

Export promotion efforts will focus on expanding and diversifying the country's export base, with particular attention to increasing the participation of small and medium enterprises in global markets. Enhanced exporter development programmes, trade missions and market access initiatives will support new entrants into export markets and contribute to higher levels of value-added exports.

Transformation remains a non-negotiable pillar of **the dtic**' s work. Efforts will continue to strengthen economic inclusion, broaden participation in industrial value chains and reshape patterns of ownership and opportunity in the economy. This includes the recalibration of transformation instruments, strengthening the capacity of the B-BBEE Commission, and advancing the implementation of the Transformation Fund to improve access to finance for Black-owned enterprises and small businesses. Transformation is essential not only for equity and redress, but also for unlocking new sources of growth, innovation and entrepreneurship.

the dtic will also continue to strengthen coordination with its entities and regulatory bodies to ensure effective implementation of policy and legislation, improve regulatory certainty and support a capable and responsive state. Through these combined efforts, **the dtic** and its entities will work to deepen industrialisation, expand investment and trade, create employment and drive inclusive growth.

I wish to express my sincere appreciation to the Director General, and officials of **the dtic** for their dedication and commitment in preparing and implementing this APP.

I also extend my gratitude to my colleagues, Minister Tau and Deputy Minister Abrahams for their leadership and collaboration as we work collectively to advance South Africa’s industrialisation, trade and economic transformation agenda.

Mr Zuko Godlimpi
Deputy Minister of Trade, Industry and Competition

Deputy Minister Statement

The 2026/27 APP is tabled at a time when South Africa faces a clear economic imperative to restore sustained growth and ensure this growth translates into durable employment and broader participation. **the dtic** is central to this effort, sitting at the heart of South Africa's economy, driving policies, programmes, and initiatives focused on this apex imperative. The 2026/27 APP accordingly sets out a strategy focused on rebuilding and expanding the industrial base, accelerating job creation, advancing transformation and strengthening state capability. These are practical commitments, defined by measurable targets, aimed at shifting the structure and direction of the economy in ways that materially improve the lives of South Africans.

Importantly, the current economic climate, both globally and locally, demands that we act with urgency, boldness, and ambition. The Department's programme is therefore directed making it easier for businesses to grow and employ South Africans. Economic expansion remains the most reliable mechanism for reducing poverty and widening opportunity. The work of **the dtic** will therefore prioritise lowering barriers to entry, reducing regulatory friction and creating a predictable environment for investment. It will do this through innovative initiatives and bold programmes that address challenges head-on. In the year ahead, sustained attention will be given to red-tape reduction, improved turnaround times, clearer compliance pathways, and stronger coordination across spheres of government, with particular focus on easing the burden on Micro, Small, and Medium Enterprises (MSMEs).

Diversification of the industrial base remains essential to reducing concentration and strengthening resilience. Efforts will focus on strengthening export readiness, aligning incentives with competitiveness and ensuring that SEZs and IPs function as effective platforms for production and job creation, particularly in underdeveloped regions. Digitalisation will be advanced as a lever of productivity and employment, supporting firm-level technology adoption and expanding opportunities in globally tradable services, while aligning skills development with emerging sectors.

Additionally, green industrial development will be pursued as an investment-led opportunity, crowding in private capital into critical minerals, new energy vehicles and associated value chains, and ensuring that decarbonisation supports growth rather than constrains it.

Transformation within the Department's mandate must be assessed by measurable socio-economic outcomes that include, sustainable job creation, the growth of viable enterprises, broader ownership participation and rising incomes. In the context of ongoing policy reviews, including the B-BBEE framework, we must seize the opportunity to review policies to assess what works and where reform is required. True reform must be premised on expanded access to inclusive economic opportunities, equitable market access, widening ownership participation, and broader industrial access. All of this must be achieved through common-sense and practical reforms aimed at reducing compliance burdens, lowering barriers to entry, and directing support towards those genuinely disadvantaged by poverty and exclusion. Our focus must be on achieving outcomes that complement and drive expanding economic opportunities and lay the foundation for meaningful job growth.

The global environment remains uncertain, marked by geopolitical volatility, evolving trade alignments and rapid technological change. In this context, South Africa's response must be grounded in policy coherence, regulatory predictability and disciplined implementation. Clear signals to investors, credible reform and constructive partnership with business, labour and social partners are essential to sustaining confidence and unlocking growth. **the dtic** will continue to anchor its work within the Medium-Term Development Plan (MTDP), aligning industrial, trade and regulatory interventions to the objective of higher and more inclusive economic expansion.

The task ahead is structural. It requires reducing friction in the operating environment for firms, sharpening competitiveness and ensuring that inclusive transformation broadens participation in productive activity. By focusing on enterprise growth as the engine of social advancement, the Department seeks to place the economy on a firmer trajectory, where increased investment, expanded production and rising employment translates into durable opportunity and strengthened social stability for all South Africans.

Ms Alexandra Abrahams
Deputy Minister of Trade, Industry and Competition

Accounting Officer Statement

The tabling of the 2026/27 Annual Performance Plan (APP) takes place at a time when the global economy is undergoing a period of cautious transition. Global growth is projected to remain moderate, with world GDP expected to expand by approximately 3.2% in 2025 before easing slightly to 3.1% in 2026. Ongoing geopolitical tensions, evolving trade dynamics and the emergence of new protectionist measures continue to introduce uncertainty into global markets. These developments present both risks and opportunities for South Africa, particularly in relation to export demand, global investment flows and increased competition in domestic markets.

Against this backdrop, there are encouraging signs that the South African economy is beginning to regain momentum. The country's removal from the Financial Action Task Force grey list, the first credit rating upgrade in two decades, lower inflation and interest rates, the end of load shedding and improvements in port efficiency have all contributed to strengthening economic confidence. Gross domestic product has recorded positive growth for four consecutive quarters, and early indications suggest that unemployment is beginning to ease. Economic growth is forecast to rise gradually from approximately 1.3% in 2025 to 1.6% in 2026, reaching around 2.0% by 2028.

To sustain and accelerate this momentum, the Department of Trade, Industry and Competition (**the dtic**) will advance the implementation of the Growth and Inclusion (GAIN) Strategy which provides a coordinated framework to accelerate inclusive economic growth and job creation. It complements the department's core policy instruments, including the National Industrial Policy, the Butterfly Strategy to expand exports, the implementation of the African Continental Free Trade Area (AfCFTA), broad-based transformation interventions such as the B-BBEE Act and the proposed Transformation Fund.

Industrialisation remains central to the department's mandate and during the 2026/27 financial year, **the dtic** will continue to strengthen South Africa's manufacturing base and expand productive capacity in strategic sectors that hold significant potential to generate employment, deepen local value addition and position South Africa competitively within emerging global value chains.

Particular emphasis will be placed on catalytic industrialisation and the development of future growth sectors, including critical minerals and battery manufacturing, tourism, green industries, agro-processing, digital infrastructure and the blue economy. At the same time, the department remains committed to advancing transformative and inclusive industrial growth. Targeted programmes will continue to support Black Industrialists, small, medium and micro-enterprises, and enterprises owned by women and youth. Through a combination of industrial financing, market access initiatives and supplier development programmes, **the dtic** aims to build sustainable and competitive enterprises that contribute meaningfully to industrial expansion and employment creation. All this will be complemented by pursuing deepened localisation as a key pillar of transformation that is aimed at building domestic manufacturing capability and repositioning South Africa as a significant participant in global manufacturing value chains.

Trade policy will remain a critical lever for industrial development and export diversification. The department will consolidate progress made in expanding market access and strengthening South Africa's engagement in global trade governance. The implementation of the African Continental Free Trade Area will continue to receive priority attention in order to unlock opportunities for South African firms to participate more actively in regional value chains and growing African markets. In addition, the department will pursue new trade partnerships, modernise intellectual property and trade legislation, and deploy appropriate trade instruments to support industrialisation and South Africa's transition to a low-carbon economy.

Over and above the established levers like targeted outward selling missions, inward buying missions, exhibitions **the dtic** will intensify export promotion the strategic deployment of Foreign Economic Representatives in at least 12 critical markets. , The implementation of the Butterfly Strategy, which aims to diversify exports across sectors, products and markets will be complemented by expanded export awareness, training and mentoring programmes, particularly for emerging exporters and firms owned by women and youth.

The department will also advance several strategic initiatives aimed at supporting the transition to a more sustainable and technologically advanced industrial economy. These include the implementation of the Green Hydrogen Commercialisation Strategy, the development of a policy framework to support local electric vehicle battery production, and the advancement of a Regional Critical Minerals Strategy in partnership with the Department of Mineral and Petroleum Resources. Technical infrastructure institutions responsible for standards, quality assurance, accreditation and metrology will continue to ensure that South African products meet both national and international standards, thereby enhancing global competitiveness. Regulatory reform and the reduction of administrative burdens remain essential to improving the business environment by reducing red tape, improving service delivery and shortening turnaround times for permits, approvals and regulatory processes across its entities.

The department will continue to review and develop legislation in key areas, including liquor regulation, national gambling, credit, lotteries and companies. In line with priorities announced in the State of the Nation Address, amendments to National Credit Regulations will be pursued to expand access to affordable credit. Work will also continue on regulatory reforms relating to liquor regulation at both national and provincial levels.

Internally, **the dtic** remains committed to strengthening institutional capability and building a capable and ethical state and will implement its organisational renewal programme, including the finalisation of a new macro organisational structure designed to align more closely with the department's service delivery model and strategic priorities. Efforts will also focus on filling critical vacancies, strengthening organisational culture and advancing transformation within the workforce, including increasing opportunities for youth and persons with disabilities. Strong governance and ethical conduct remain fundamental to the department's operations. A comprehensive programme of ethics management, awareness initiatives and anti-corruption interventions will continue to be implemented to promote transparency and accountability. The department's whistleblowing mechanisms remain active and all reported matters are assessed and addressed in accordance with established procedures.

The department's budget will be directed towards supporting the strategic objectives outlined in this APP. The majority of the allocation is dedicated to programmes that enhance industrial development, strengthen competition and support infrastructure investment linked to job creation. At the same time, efforts will be made to ensure the responsible and efficient use of public resources by prioritising high-impact interventions and reducing non-core expenditure whilst supporting employment creation.

Through the coordinated implementation of these interventions, **the dtic** will continue to drive South Africa's economic recovery by advancing industrialisation, expanding investment, diversifying exports and strengthen economic inclusion while laying the foundations for a more competitive, resilient and inclusive economy.

Mr Simphiwe Hamilton
Director-General

Official sign-off

It is hereby certified that this APP was:

- developed by the management of the Department of Trade, Industry and Competition (**the dtic**) under the guidance of the Minister, Mr Parks Tau,
- prepared in line with the current strategic plan of **the dtic**, and
- accurately reflects the performance targets, which **the dtic** will endeavour to achieve given the resources made available in the budget for 2026 to 2027.

Ms Wongiwe Masvanhise
Chief Director: Office of the Director General (Strategy)

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Approved by:
Minister Parks Tau — **Signature:**
Executive Authority

PART A: OUR MANDATE

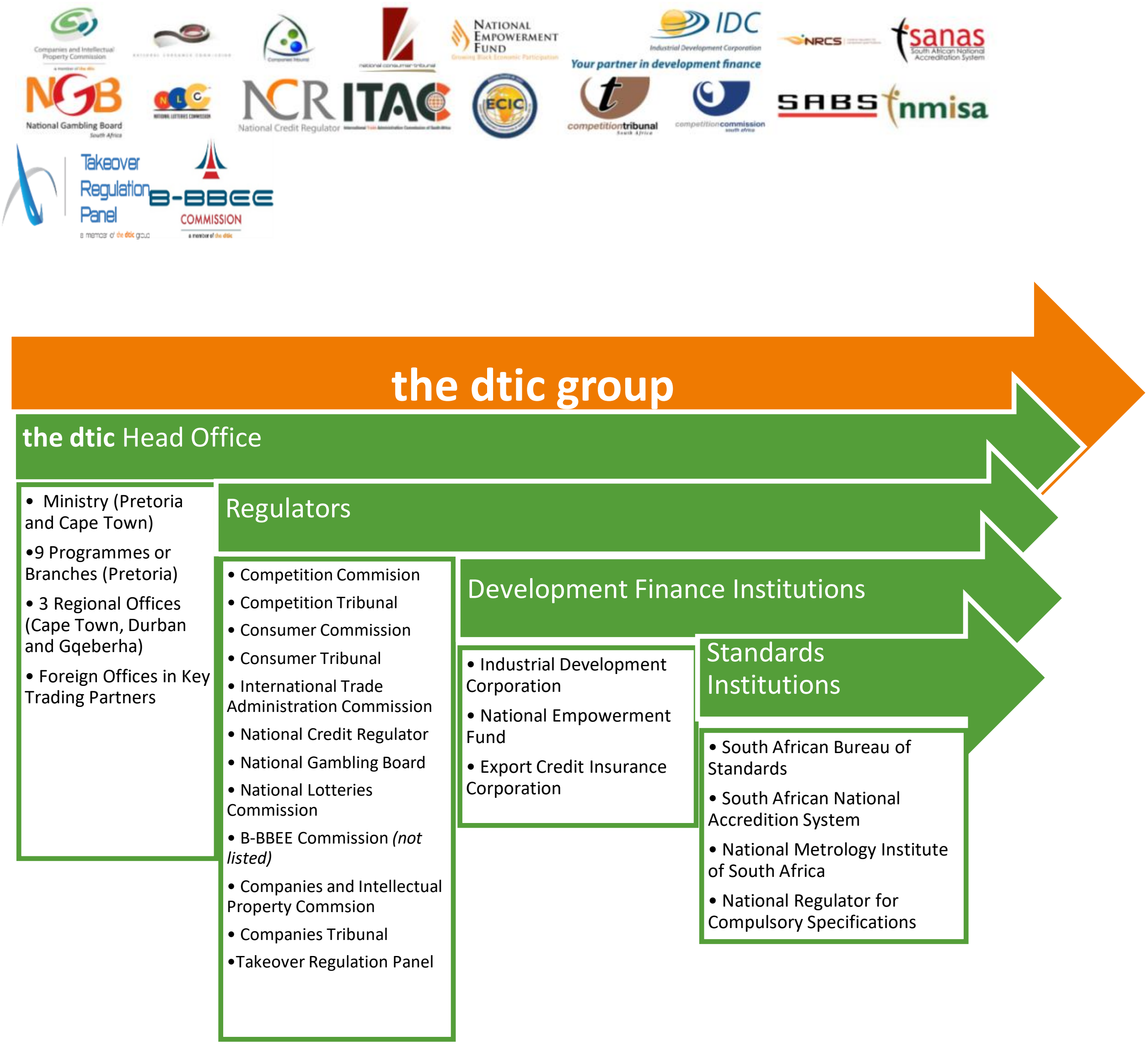
1. Updates to the relevant legislative and policy mandates

- National Gambling Amendment Bill [B 27D-2018] from the completed mediation process was due to be tabled at the National Assembly on 22 July 2025. The tabling did not proceed.
- The Companies Regulations for the Companies Amendment Act 16 of 2024 to be developed followed by consultations with regulators and corporate law industry role players.
- Development of the National Credit Amendment Regulations.
- Copyright and Performers' Protection Amendment Bills were referred to the Constitutional Court and are awaiting judgement.
- Further review work on the Liquor Amendment Bill and updating of the Liquor Amendment Bill for Minister's consideration.
- Policy issues in consumer, lotteries and credit is being considered by the Department for policy and legislative development.

2. Updates to Institutional Policies and Strategies

The policy and regulatory mandate of **the dtic** extends to large parts of the economy including competition, trade, and gambling and consumer protection. This expansive mandate has led to the establishment of entities with regulatory and developmental responsibilities **the dtic** group therefore consists of the entities outlined in Figure 1.

Figure 1: Entities of the dtic group



The role of the Department is to carry out its mandate through use of the resources within its own control and to coordinate the activities of the entities responsible to the Executive Authority. This responsibility is spelt out more clearly in the Strategic Plan and APPs of **the dtic** and entities.

2.1 Integrated Strategic Outlook

PESTEL

South Africa is deeply integrated into the global economy through trade, investment, technology flows and labour markets. Total trade (goods and services) accounts for just over 60% of nominal GDP, underscoring the country’s exposure to global shifts. Geopolitical tensions, climate transition pressures, trade realignments, and technological disruption are therefore not peripheral issues but central determinants of domestic industrial performance, growth and employment. The following PESTEL analysis reframes the external environment to inform strategic priorities for the medium term. South Africa's external environment in 2026 and beyond is defined by:

- Intensifying geopolitical and trade fragmentation
- Climate transition and carbon-related trade measures
- Rising global competition for FDI
- Digital transformation pressures
- Persistent structural domestic constraints

However, significant opportunities exist through:

- Strategic leverage of AfCFTA and other trade agreements
- Green industrialisation and critical minerals beneficiation
- Digital and knowledge economy expansion
- Targeted R&D and innovation support
- Infrastructure revitalisation and PPPs

Strategic Focus Going Forward:

To convert structural exposure into strategic advantage, **the dtic** must align industrial policy, trade diplomacy, infrastructure reform, innovation investment, and green transition measures into an integrated export-led growth model targeting sustained GDP growth of 3% by 2029.

Figure 2: PESTEL

P – Political Factors

Global Geopolitical Tensions and Trade Realignment

- Ongoing geopolitical conflicts (e.g., Middle East and Ukraine) and escalating trade tensions are increasing uncertainty in global markets.
- Protectionist measures and unilateral tariff actions (including temporary disruptions under AGOA) expose export-dependent sectors such as automotive, metals and agriculture to external shocks.
- Rising industrial policy activism globally increases competition for FDI.

Regional Integration and African Continental Strategy

- Implementation of the African Continental Free Trade Area (AfCFTA) presents a strategic opportunity to expand regional trade and industrial value chains.
- Southern Africa's integration platform strengthens South Africa's role as a gateway to continental markets.

Policy Stability and Institutional Coordination

- Domestic political uncertainty and coalition dynamics may influence investor confidence.
- Clear industrial policy signals, regulatory predictability, and coordinated economic cluster action are critical to mitigate perceived risk.

Strategic Implication: Strengthen trade diplomacy, diversify markets, consolidate AfCFTA implementation, and ensure policy coherence to sustain investor confidence.

E – Economic Factors

High Trade Dependence and Commodity Exposure

- South Africa's export profile remains concentrated in minerals (gold, platinum, iron ore, chrome, coal), exposing growth to volatile commodity cycles.
- Manufacturing competitiveness is constrained by high logistics, electricity and compliance costs.

Infrastructure and Cost Pressures

- Electricity price increases and historic load-shedding have eroded competitiveness.
- Port, rail, road and water inefficiencies increase transaction costs and limit export expansion.
- Public investment remains below the NDP target, reducing private-sector crowding-in.

Market Size and Inequality

- A population of approximately 64 million (2025 estimate) presents scale, but extreme income inequality limits, purchasing power and domestic demand.
- High industry concentration (nearly 90% moderately/highly concentrated sectors) constrains SMME entry and innovation.

Financial Sector Strength

- Deep capital markets and sophisticated professional services provide strong foundations for industrial financing and regional expansion.

Strategic Implication: Accelerate infrastructure reform, reduce cost pressures, leverage financial depth, diversify exports and stimulate domestic demand through localisation and industrial policy.

S – Social Factors

Youthful Demographic Dividend

- A growing, youthful and increasingly digitally literate population provides entrepreneurial energy and innovation potential.
- Structural barriers (finance access, education gaps, inequality) limit full participation.

Inequality and Historical Exclusion

- High wealth concentration constrains SMME formation.
- Black entrepreneurs face structural barriers due to historical dispossession and unequal asset ownership.

Employment Pressures

- Industrial stagnation risks exacerbating unemployment, especially among youth.

Strategic Implication: Invest in skills, entrepreneurship support, SMME access to finance, and transformation to unlock inclusive industrial growth.

T – Technological Factors

Digital Readiness and Industry 4.0

- Slow adoption of digital technologies limits productivity growth.
- Skills shortages in STEM and advanced manufacturing constrain competitiveness.

Innovation and R&D Gaps

- Persistent underinvestment in R&D and commercialisation limits high-value production.
- Construction, engineering and capital equipment sectors risk technological regression.

Digital Economy Opportunities

- Opportunities in AI, cybersecurity, BPO, digital content, remote work and knowledge services.
- AfCFTA's digital trade protocols create regional digital market opportunities.
-

Strategic Implication: Expand digital infrastructure, strengthen innovation funding, align R&D incentives with industrial policy, and position South Africa as a regional digital hub.

E – Environmental Factors

Climate Transition Pressures

- Global decarbonisation and carbon border measures (e.g., CBAM) may affect energy-intensive exports.
- Approximately 78% of exports go to countries pursuing net-zero targets, increasing regulatory exposure.

Energy Structure and Carbon Intensity

- Dependence on coal-based electricity increases vulnerability to carbon-linked trade measures.
- Energy-intensive smelting and manufacturing operations face transition risks.

Climate-Related Disasters

- Floods, droughts and extreme weather events disrupt logistics, agriculture and manufacturing (e.g, 2022 KwaZulu-Natal floods).

Green Industrial Opportunity

- Abundant critical minerals (platinum, vanadium, rare earths) and renewable energy potential support battery, EV, and renewable component manufacturing.
- Potential to develop green regional value chains under AfCFTA.

Strategic Implication: Embed green industrialisation, renewable energy expansion, and climate resilience into core industrial strategy.

L – Legal and Regulatory Factors

Regulatory Complexity and Compliance Costs

- Administrative burdens and red tape constrain investment and expansion.
- While mitigation tools (e.g., one-stop-shops) exist, regulatory streamlining remains necessary.

Trade Remedies and Border Enforcement

- Exposure to illegal imports and trade diversion weakens domestic industries.
- Agile trade remedies and stronger border management systems are essential.

Public Procurement and Domestic Content

- Transparent medium-term procurement planning can unlock local manufacturing participation.
- Domestic content policies are key to industrial deepening.

Global Trade Rules and Carbon Regulation

- Emerging carbon-border and environmental trade regulations require strategic compliance planning.

Strategic Implication: Modernise regulatory frameworks, enhance trade enforcement, streamline approvals, and align procurement with industrial

Impact-focused APP theory of change

the dtic with its entities will drive inclusive and sustainable economic growth by fostering a competitive, diversified industrial base, creating quality jobs and ensuring equitable economic transformation. Through targeted interventions in industrialisation, job creation and inclusive growth, we aim to significantly reduce poverty, tackle the high cost of living, empower marginalised communities and foster a more resilient and globally competitive South African economy.

Impact Goals:

1. **Industrialisation and Economic Diversification:**

- Boost investment in greenfield and brownfield industrial sectors, leading to a more diversified, competitive economy.
- Increase export value and market share, especially in processed critical minerals and other high-growth sectors.
- Improve access to regional and global markets, especially within AfCFTA.
- Reduce regulatory and logistical barriers to trade.
- Support a just transition that protects jobs while decarbonising industry.
- Reduce industrial carbon intensity and resource use.
- Promote circular economy practices and green manufacturing.

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

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

3. **Inclusive Growth and Transformation:**

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

4. **Spatially Inclusive Industrial Development**

- Promote industrial development in townships, rural areas, SEZs, and underdeveloped regions.
- Reduce regional economic inequality through targeted industrial support.

5. **Improve Social Wellbeing through Inclusive Industrial Growth**

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

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

Figure 2: Theory of Change

Outcomes to Impact

IMPACT

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

Definition: the dtic will drive inclusive and sustainable economic growth by improving investment climate, fostering a competitive, diversified industrial base, creating quality jobs, and ensuring equitable economic transformation. Through targeted interventions in industrialisation, job creation, decarbonisation, digitalisation, and diversification, we aim to reduce poverty, tackle the high cost of living, and empower marginalized communities, fostering a more resilient, globally competitive, and sustainable economy for South Africa.

IMPACT GOALS

- **Re-industrialisation and Economic Diversification:** Drive industrial growth, attract investments, enhance local industries, and increase exports, particularly in processed critical minerals.
- **Job Creation and Youth Employment:** Focus on job creation for youth, women, and disadvantaged groups, and train 500,000 unemployed people in high-demand sectors.
- **Social Inclusion and Economic Empowerment:** Ensure economic empowerment programs benefit marginalised groups, reducing inequality and improving quality of life.
- **Capable State:** Build greater capacity to ensure that national objectives are achieved through a new culture of partnership in the economy, characterised by greater responsiveness and nimbleness by the Department and its 18 entities.

OUTCOMES

INTEMEDIATE OUTCOMES

Re-industrialisation

- Increased investment in industrial sectors.
- Improved infrastructure and performance of industrial parks and SEZs.
- Enhanced capacity and growth of SMMEs, particularly among women, youth, and disability-owned enterprises.
- Increased localisation and competitiveness of South African industries.
- Reformed and aligned policies and regulations to streamline industrial processes and improve trade.
- Enhanced export performance and regional integration.
- Expansion of South Africa's critical mineral sector.
- Sustainable and environmentally friendly industrialisation.
- Enhanced industry knowledge and data-driven decision-making.

Job Creation

- Expanded job opportunities in key sectors through DTIC's industrial development and economic interventions.
- Improved employability and skills of unemployed youth, facilitating their entry into the workforce.
- Increased access to job opportunities for marginalised and vulnerable communities.
- Growth and sustainability of SMMEs, leading to local job creation.
- Creation of green jobs in sustainable industries.

Transformation

- Increased economic inclusion through the implementation of transformation funds that support disadvantaged communities and small businesses.
- Expanded employee ownership and economic empowerment through increased worker participation in company shares and wealth creation.
- More inclusive and accessible Intellectual Property system that promotes affordable innovations and supports socio-economic development. (e.g., pharmaceuticals, technology)
- Enhanced healthcare accessibility and affordability for all South Africans, especially marginalised groups.

CAPABLE STATE

- Strengthening institutional capacities in **the dtic** and streamlining its work.
- Building governance, staffing, and operational capacity across entities; improving responsiveness; rationalising functions; and strengthening integration and shared services
- Improving alignment and collaboration with other public entities to deliver **the dtic** outcomes.
- Contributing to strengthened partnerships with business, labour, and other social partners

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

2.2 Defining Outcomes

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

Outcome 1: Re-industrialisation

In this area the goal is to build dynamic firms in the South African economy through partnership with the private sector, focused on growth opportunities in the domestic market. Some of the activities towards this end include localisation, sector partnerships, beneficiation, boosting the digital sectors, promoting the green economy, and fostering higher levels of investment, and building a wider export market (particularly in Africa) to assist with scale. Undertaking these initiatives will entail combining demand-creation with supply-side reforms at the economy, sector and firm level to build industrial competitiveness and support job-creation. A critical part of reindustrialisation will be to stimulate demand through infrastructure-building and supporting the development of regional value chains as a hub for beneficiation of critical minerals from South Africa and the region. Further, we will refuel the digital economy, support digital infrastructure and skills, and enhance the participation of youth and women in this sector. Opening export opportunities through bilateral and regional trade agreements is one of the approaches that we will explore to diversify our markets in a tough geopolitical environment.

The Industrialisation outcome contains the following five focus areas:

- Sector partnerships and social compacts through master plans and firm/sector-level initiatives;
- Localisation, beneficiation, and industrial production initiatives;
- Increased and diversified exports (including value-added services such as GBS) with African countries and other global markets;
- Green economy initiatives that to support the transition to lower-carbon and more resource-efficient industrial activity; and
- Investment mobilisation initiatives to increase the level, quality and impact of investment.

Outcome 2: Job Creation

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

These job creation interventions will include:

1. **Stabilisation and Renewal of Existing Sectors:**
    - Supporting sectors in distress to secure existing jobs and preserve industrial capabilities that are costly or impossible to replace.
    - Facilitating restructuring and renewal while simultaneously building capabilities in emerging green and digital sectors.
2. **Support for emerging and high-potential sectors:**
    - Play a catalytic role in partnership with the private sector, to in stimulate investment and growth in emerging sectors characterised by innovation and high potential, such as green hydrogen, hemp, and global business services (GBS).
    - Recognise that due to inherent uncertainty in these sectors, firms often rely on a mix of full-time equivalents (FTEs), contract, construction, and temporary jobs.
    - Where **the dtic** Group's intervention has contributed to the expansion of an entire sector, job creation will be assessed at the sectoral level.
    - In all other cases, employment outcomes will be tracked at the level of the firm(s) directly supported.

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

4. **Work Experience for Youth to Build Labour Market Readiness**
    - Expand access to structured work experience programmes for young people to support transition into formal employment.
    - Provide work experience of a minimum of 12 months' full-time equivalent duration, recognised as necessary to meaningfully enhance employability.Integrate work experience with targeted skills development to support sustained labour market participation.

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

Outcome 3: Transformation

In this area, the goal is to build inclusive growth through transformation programmes in three broad areas:

- structural challenges to **growth through active competition policies**, particularly where concentration levels in the market limit new entrants and small and medium businesses;
- adopting and implementing policies that promote spatial transformation, enabling more balanced and **sustainable growth between rural and urban and between provinces**;
- strengthening **inclusivity/transformation** in the quality of growth, including promoting all kinds of income-generating employment, broadening ownership, and more inclusive corporate governance models.

The Transformation outcome contains the following three focus areas:

- **Employment and ownership:** Expanding economic opportunities through waged work, self-employment, and the social economy, promoting more equitable ownership (black industrialists, women, youth, worker ownership, and small businesses) and worker empowerment.
- **Structural transformation:** Reducing economic concentration, supporting SMMEs, and ensuring fair competition and market access.
- **Spatial transformation:** Promoting more equitable and sustainable spatial development, including using the District Development Model (DDM) and targeted support for the township/rural economy.

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

Outcome 4: Capable State (implementation/effective delivery)

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

The Capable State outcome contains the following five focus areas:

- **Department:** Strengthening institutional capacities in **the dtic;** streamlining its work; reviewing programmes to determine their impact and relevance; and strengthening forensic capacity to combat fraud and corruption.
- **Entities:** Building governance, staffing, and operational capacity across entities; improving responsiveness; rationalising functions; and strengthening integration and shared services.
- **Smart regulation**: Reducing regulatory burdens and compliance costs; ensuring effective, evidence-based, and fit-for-purpose regulation.
- **Coordination across the State**: Improving alignment and collaboration with other public entities to deliver **the dtic** outcomes.
- **Social compact:** Contributing to strengthened partnerships with business, labour and other social partners

3. Updates to Relevant Court Rulings

3.1 Relevant Court Rulings

During Quarter 1-3 of the 2025/26 financial year, 11 court judgments were awarded in matters involving the Department. It is worth noting that, 7 were in favour of **the dtic** and 3 (three) were against **the dtic**, and 1 unopposed judgment. The judgments are fully set out in the table below:

NAME OF MATTER	SUMMARY OF FACTS	JUDGMENT
Golden Reel Investments No 2 (Pty) Ltd T/A Bloodline Now or Never vs Department of Trade, Industry and Competition (**the dtic**)	Incentive application, which was declined. The applicant applied for summary judgment, which was dismissed with costs in favour of **the dtic**.	Opposed and in favour of **the dtic**
Employee X vs The Department of Trade, Industry and Competition (**the dtic**)	On 14 May, the Labour Court dismissed the matter on the basis that it lacked jurisdiction due to the applicant's failure to file the necessary documents within the prescribed period. A punitive cost order was awarded against the Applicant's attorney; he was ordered to pay the legal costs of **the dtic**.	Opposed and in favour of **the dtic**
Wina Njalo RF (Pty) Ltd vs The Minister of Trade, Industry and Competition (**the dtic)**	The judgment reviewed and set aside the Minister's decision to extend the bid validity for the Fourth National Lottery License until 31 May 2026. The Minister was directed to determine a successful applicant by 28 May 2025. The	Opposed and against **the dtic**

NAME OF MATTER	SUMMARY OF FACTS	JUDGMENT
	invalidity of the Temporary Licence was suspended for 5 months.	
The Minister of Trade, Industry and Competition vs Wina Njalo RF (Pty) Ltd	The application for leave to appeal the judgment to review and set aside the decision of the Minister was dismissed with costs on 19 June 2025.	Opposed and against **the dtic**
Blind SA vs President of the Republic of South Africa	The court ruled in favour of Blind SA to temporarily include a new provision, section 19 D of the Copyright Act, which permits authorized entities to create and distribute accessible format copies without the copyright owner's permission, provided it is done on a non-profit basis. This is a temporary solution pending a legislative change. The court also ordered the President to cover the costs of the application due to delays in addressing the legislative changes. No order was made against **the dtic**.	Unopposed
Urgent Application: Employee X and Employee Y vs SABS, the CEO of SABS, Minister and Others	The Applicants claimed their suspensions by SABS are unlawful and they sought reinstatement, workplace access, interdicts, costs, and more. Application dismissed with costs for lack of urgency.	Judgment in favour
ITAC, Minister and Another vs Association of Meat Importers and Exporters (AMIE) and Another	SCA application challenging a High Court judgment that reviewed and set aside Minister's decision regarding ITAC recommendations to Minister in respect of anti-dumping duties on bone-in chicken. On 18 November 2025, the SCA upheld Minister and ITAC's appeal, overturning earlier High Court judgment. Costs awarded in favour of **the dtic.**	Opposed and in favour of **the dtic**
Department of Trade, Industry and Competition (**the dtic**) vs. John Khoaripe Modiko and Another (Ditsebi)	Defendants misappropriated **the dtic** internship scheme funds and have evaded service of summons for recovery. **the dtic** sought an order granting permission to serve summons by substituted services. Application heard on 28 November 2025 and granted in favour of **the dtic**	Opposed and in favour of **the dtic**

NAME OF MATTER	SUMMARY OF FACTS	JUDGMENT
Ithuba Lottery RF (Pty) Ltd vs Minister of Trade, Industry and Competition & Others	High Court application seeking to interdict Sizekhaya Holdings RF (Pty) Ltd from implementing the award by the Minister of the Fourth National Lottery License, pending final determination of a review application brought by Ithuba Lottery RF Pty) Ltd against the award. Order granted 27 November 2025. Interdict Application dismissed with costs on the scale C, including the costs of two counsels.	Opposed and in favour of **the dtic**
Golden Reel Investments No. 2 (Pty) Ltd T/A Bloodline: Now or Never vs. Department of Trade, Industry and Competition (**the dtic**)	Incentive application, which was declined. Applicant made a claim for R10, 408, 890, 936.64 for film production costs and potential profit loss. Court ordered that Plaintiff to instruct registered legal professional in all matters before the PTA High Court, matter cannot be re-enrolled until Plaintiff complies. Costs reserved.	Opposed and in favour of **the dtic**
Nomusa Dlomo vs Minister of Trade, Industry and Competition and Others	The Court ordered that the Alienation of Land Act, 1981 is inconsistent with the Constitution as it fails to allow for transfer of a residential property by oral or verbal agreements for property transfer thus placing vulnerable purchasers who paid in full or any reasonable amount for the property at risk of homelessness and affecting their right to adequate housing. Cost awarded against **the dtic.** The legislation in question is one of the pieces of legislation that should be transferred to the most appropriate department	Judgment against **the dtic**

PART B: STRATEGIC FOCUS

4. Situational Analysis

4.1 External environment

The South African economy is inextricably integrated into the global economy through trade, direct and portfolio investment, technology flows and labour markets. As a result, global developments including geopolitical conflicts in the Middle East and Ukraine, rising global political and economic tension, and increasing trade frictions, have a direct and immediate impact on the South African economy. This exposure is compounded by the economy's heavy reliance on international trade for growth. The total trade of goods and services accounts for just above 60% of nominal GDP, indicating just how important international trade (exports and imports of goods and services) is to our economy. Consequently, strains in the international trading system or shifts in investor sentiment can significantly affect domestic growth, investment and industrial development. The following SWOT analysis provides an assessment of the South African economy within the current global environment, and highlights opportunities which this Strategic Plan seeks to develop.

the dtic's economic and industrial strategy context summarised by a SWOT Analysis

SWOT

Strengths

- Resilient manufacturing, mining and agriculture sectors
- Availability of critical mineral resources and abundant solar radiation position SA to benefit from green industrialisation if decisive policy action is taken now
- Internationally competitive agro-industrial (fruit, meat, processed foods, mohair, wool, hemp and cannabis) and autos value-chains
- Sophisticated financial services sector and strong service sectors in areas such as mining, civil and construction engineering, communications technology, tourism and hospitality
- Growing, youthful population eager to acquire skills and start a business

Opportunities

- AfCFTA market for food, autos, mining equipment, and financial services is massive
- Digitally-savvy, youthful population eager to enter the Digital and Knowledge Services sector
- Emerging sectors such as green industries, critical minerals and biotech, which could leverage off SA's natural resources and manufacturing capabilities
- Focusing government support, including R&D, to catalyze innovation in priority sectors such as digital, consumer goods, industrial energy and defense
- Improve utilisation of existing Preferential Trade Agreements and enhance market access

Weaknesses

- Economic structure that exposes SA to volatile commodity cycles
- Domestic consumer market too small to encourage world-scale investments
- Rising cost of doing business in SA and growing infrastructure gaps and inefficiencies in rail, ports, roads and water
- Under-investment in R&D, commercialisation and innovation by both public and private-sector
- High levels of concentration limit entry of dynamic, new firms and SMMEs
- Significant regulatory barriers and red-tape which is constraining investment and growth
- Exposure to global trade volatility and trade diversion risks in a small, open economy

Threats

- Global decarbonisation interventions and protectionism, which may affect SA disproportionally
- Geo-political tensions and 'trade wars' which may constrain exports, limit inward investment and expose SA to global surplus production of key products such as steel
- Economic instability that negatively affects businesses
- Heightened competition from other regions, which may offer better incentives, lower costs or more developed infrastructure to divert investment from SA
- Climate change and Environmental risks, i.e., natural disasters, floods and long-term resource constraints, which may disrupt key sectors such as agriculture, mining and infrastructure.

4.1.1 Strengths

Resilient manufacturing, mining, and agriculture sectors

South Africa's key sectors, including manufacturing, mining and agriculture, have faced significant challenges in recent years. These challenges include rising imports, load-shedding, increasing electricity prices, higher operating costs, regulatory uncertainty and administrative burdens, particularly in mining. Despite these pressures, these sectors have demonstrated remarkable resilience, maintaining critical industrial and mining capabilities and weathering both domestic and global shocks.

This resilience provides a foundation for targeted interventions to **expand industrial capacity, create jobs, and grow export opportunities**.

Abundant critical mineral resources and renewable energy potential

South Africa and the broader Southern African region are home to large reserves of critical minerals that are essential for the global **green transition** in industrial production, energy storage, transport, and low-carbon consumer goods. Coupled with abundant solar radiation and potential for renewable energy generation, this positions South Africa to become a **regional hub for green industrialisation**, provided decisive policy action, and investment in beneficiation, infrastructure, and skills development are undertaken. Expanding regional value chains and industrial partnerships can enhance Southern Africa's international competitiveness while creating long-term economic growth opportunities.

Internationally competitive agro-industrial and automotive value chains

South Africa retains proven competitiveness in select global value chains, particularly in the automotive sector, where all major Original Equipment Manufacturers (OEMs) have invested in local production facilities. Policy measures to encourage local component production and value addition are expected to stimulate job creation and industrial growth.

The country also boasts strong agro-industrial capabilities in fruit, meat, processed foods, mohair, wool, hemp, and cannabis, supported by well-developed production ecosystems. **the dtic**, along with its Development Finance Institutions (DFIs), plays a critical role in protecting existing export markets, supporting sector transformation and facilitating access to new markets for high-value agro-industrial products.

Sophisticated financial and professional services sectors

South Africa's services sectors, including financial services, mining and construction engineering, capital equipment services, communications technology and tourism, are globally competitive and provide crucial support for industrial development. Deep, liquid financial markets, and professional service providers enhance domestic investment and support the international expansion of South African firms, particularly across the African continent.

Growing, youthful population with entrepreneurial potential

South Africa benefits from a **demographic dividend**: a growing, youthful population that provides both a dynamic labour force and an expanding domestic consumer base. Young South Africans demonstrate high levels of entrepreneurship, innovation and digital skills, though their potential is constrained by market concentration, limited access to finance and structural barriers to entry. Leveraging this demographic advantage through targeted skills development, business incubation, and access to funding can drive inclusive growth, industrialisation and job creation over the next decade.

Additional strengths for 2026 and beyond

- **Green and digital industrial potential:** Integration of renewable energy, energy efficiency, and digitalisation into industrial sectors enhances competitiveness, productivity and export readiness.
- **Regional integration opportunities:** Southern Africa's strategic location and trade agreements provide a platform for intra-African value chains, expanding export markets and enabling regional industrial leadership.
- **Innovation ecosystems:** Growing collaboration between universities, research institutions, and industry offers opportunities for new technologies, advanced manufacturing, and high-value services.
- **Policy and institutional support: the dtic**'s established role in coordinating industrial policy, trade promotion, investment facilitation, and enterprise development positions South Africa to leverage both domestic and international opportunities.

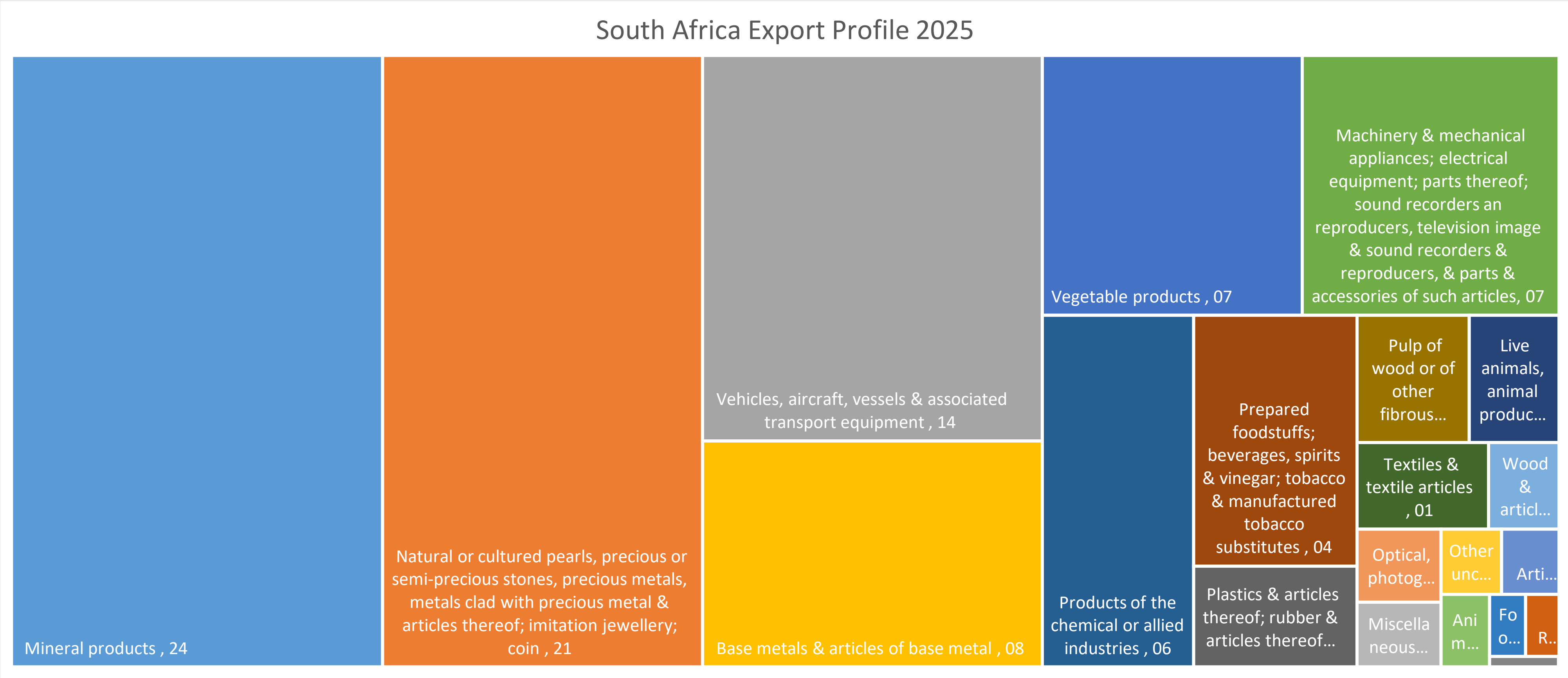
4.1.2 Weaknesses

Economic structure highly dependent on volatile commodity cycles

South Africa's economy remains heavily reliant on mineral exports gold, platinum, iron ore, chrome, and coal reflecting its mineral endowments and historical trade patterns. While state investment in bulk export infrastructure enabled strong growth during the 2004 - 2008 commodity super-cycle, this dependence exposes the economy to price volatility, fluctuating global demand, environmental constraints, and resource depletion.

Although South Africa has a significant manufacturing sector, it remains a small exporter of manufactured goods, constrained by high logistics costs, rising electricity and business costs, and declining global competitiveness. Without targeted interventions to support manufacturing scale, innovation, and industrial upgrading, the economy will remain vulnerable to commodity price shocks and limited technology spill overs.

Figure 3: SA Export Profile, 2025



Source: Quantec 2026

Small domestic consumer market and high inequality

With a population of approximately 64 million in 2024 (include updated stats for 2025), South Africa’s domestic market is constrained by extreme income and wealth inequality, which limits domestic consumption and savings. Low household savings and purchasing power reduce the market for consumer durables and semi-durables, restricting opportunities for firms to achieve economies of scale.

High wealth concentration 25% of total wealth held by the top 0.1% further constrains SMME start-ups, which rely on personal savings, collateral, or access to finance. Black entrepreneurs face additional structural barriers due to historic dispossession of land, and limited access to quality education. Market concentration (with nearly 90% of industries moderately or highly concentrated) also restricts new entrants, limits competition and slows industrial dynamism.

Rising cost of doing business and infrastructure inefficiencies

Businesses face multiple cost pressures, including electricity price increases, load-shedding, municipal service delivery challenges, and high logistics costs due to inefficiencies in ports, roads, rail and water. While electricity supply has stabilised in 2024, historical outages have reduced investor confidence and hampered industrial expansion.

Underinvestment in transport and network infrastructure continues to constrain competitiveness, reduce exports, and limit participation in regional value chains. Private-sector participation in infrastructure revitalisation presents opportunities, but careful coordination is required to maximise domestic industrial benefits and avoid import leakage.

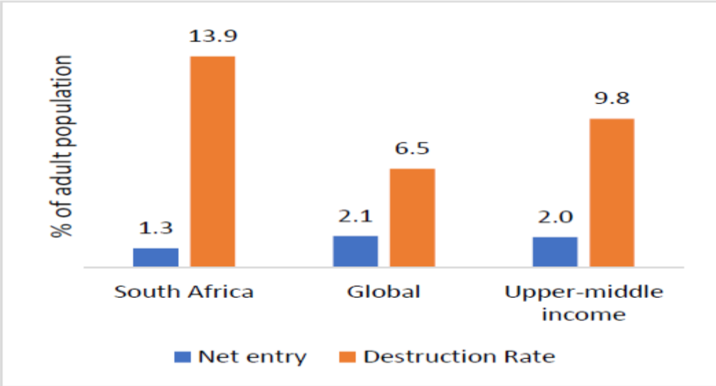
Underinvestment in R&D, innovation, and commercialisation

Both public and private sectors have historically underinvested in research, development, and commercialisation. This limits the ability of South African firms to compete in new markets, develop high-value-added products and maintain global competitiveness. This weakness is particularly evident in construction, engineering, and capital equipment sectors, where local firms are increasingly sub-contractors rather than project leaders. High market concentration compounds this issue by reducing incentives for incumbent firms to innovate, invest in productivity-enhancing technologies, or adopt modern work practices.

Regulatory barriers and red tape constraining investment and growth

Complex regulatory requirements and administrative red tape continue to constrain private-sector investment. Evidence from the World Bank and other institutions shows that perceived high compliance costs can undermine policy objectives, particularly when costs are disproportionate to benefits. **the dtic** has implemented mitigation measures such as One Stop Shops (OSS)(but more streamlined and predictable regulatory processes are needed to encourage investment and support industrial growth.

Figure 4: Firms' Entry and Destruction Rates



Exposure to trade diversion and weak border enforcement

As a relatively small, open economy with moderate tariff protection, South Africa is vulnerable to trade diversion, especially in the context of rising global trade tensions and trade wars. Illegal and non-compliant imports undermine domestic industries by bypassing tariff regimes and regulatory safeguards. Strengthening border management systems, deploying agile trade remedies, and making strategic use of industrial and trade policy tools are critical to protecting domestic manufacturing, safeguarding jobs, and enhancing export competitiveness.

Slowing public-sector investment limiting private-sector crowding-in

Public investment has slowed and remains below the NDP target of 10% of GDP. The market often interprets this slowdown as a medium-term trend, reducing private-sector investment and delaying capacity expansion.

Infrastructure underinvestment has also affected supporting services, including metrology, energy efficiency, and digital economy capabilities, forcing firms to import critical measurement and testing services at higher costs. Poorly planned or communicated public procurement undermines the economic benefits of infrastructure investment, and limits opportunities for domestic industrial participation. Transparent medium-term procurement planning, coupled with domestic content requirements, is critical to unlocking local production, job creation and industrial growth.

Digital readiness and skills gaps

Slow adoption of digital technologies and Industry 4.0 solutions, combined with a shortage of technical, STEM, and vocational skills, limits productivity growth, innovation and competitiveness in manufacturing and services. Without urgent investment in digital infrastructure, skills development and workforce reskilling, South Africa risks falling behind global industrial trends.

Climate transition pressures

Global decarbonisation and environmental regulations present both opportunities and risks. High-carbon sectors face regulatory, technological, and market pressures, and the pace of transition could leave some firms uncompetitive. Coordinated investments in green industrialisation, renewable energy, and sustainable production is required to mitigate these risks.

South Africa's **structural weaknesses** - dependence on commodity exports, small domestic markets, high inequality, infrastructure gaps, regulatory complexity, and underinvestment in innovation—poses ongoing challenges to economic growth, industrialisation, and job creation.
These challenges are compounded by **emerging vulnerabilities,** such as global trade tensions, digital readiness gaps, and climate transition pressures, which require proactive policy interventions. Addressing these weaknesses will require:

- Strategic industrial policy to diversify production and exports.
- Infrastructure investment and PPPs to reduce costs and increase efficiency.
- Strengthened competition and regulatory frameworks to support new entrants and SMMEs.
- Targeted public procurement and domestic content policies to stimulate local industry.
- Investment in skills, R&D, and digital capabilities to enhance competitiveness.

Together, these measures will improve South Africa's capacity to convert its economic potential into **inclusive, sustainable industrial growth.**

4.1.3 Opportunities

Expand market access and exports under existing trade agreements

South Africa benefits from preferential trade agreements with the EU, SADC, UK, EFTA, MERCOSUR, and across the African continent, as well as unilateral schemes including AGOA (US) and the Generalized System of Preferences (GSP) from Japan, Norway, Russia, Switzerland, and the US. While recent disruptions - U.S. tariff actions and the temporary suspension of AGOA—have impacted key sectors like automotive, metals, and agriculture, these agreements remain powerful tools to unlock export growth and diversify markets.
The strategic leverage of these agreements can:

- Expand exports in agriculture, manufacturing, and services.
- Attract FDI aimed at establishing production for both domestic and AfCFTA markets.
- Drive export-led industrialisation to increase value addition, industrial capabilities, and contribute to the target of 3.0% GDP growth by 2029.

Several agreements remain under-utilised however enhancing firm-level awareness, building export capacity, and aligning industrial policy priorities with trade opportunities will be critical to maximising these benefits.

Figure 5: Investment, trade and exports value chain

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

2 Trillion

Investment Promotion and Facilitaion

*Attracts foreign investors in Key Priority Sectors to build local production capacity for high-demand goods in target markets (e.g., electric vehicles for EU markets under green trade incentives).

* Attract investments in logistics hubs, port connectivity, and energy infrastructure to lower export lead times and costs.

* Branch focuses on attracting multinational corporations in key sectors aligned with AfCFTA trade opportunities, including:

Automotive Manufacturing: Establishing assembly plants to serve multiple African markets.

- Pharmaceuticals: Developing production hubs to supply affordable medicines continent-wide.

- Agro-processing: Exporting regionally traded value-added food products.

- Renewable Energy & Green Manufacturing: Supporting Africa's transition to sustainable energy.

ADVOCATE

Under AfCFTA, companies operating from South Africa gain preferential access to a $3.4 trillion market across 54 African countries, benefiting from:

Tariff-free movement of goods across African markets under AfCFTA.

Reduced Non-Tariff Barriers (NTBs) such as border delays and complex customs procedures.

Harmonized rules of origin, allowing South Africa-made products to qualify for AfCFTA preferences.

Industrial Policy Sectors

DECARBONISATION

Battery Value Chains and Beneficiation of Critical Minerals

Green Economy

Agro-processing

DIVERSIFICATION

Cannabis and Hemp

Clothing, Textile, Leather and Footwear (Ctfl)

Agro-Processing

Steel, Metal Fabrication and Aluminium Sector

The Global Business Services (Gbs) Sector

Automotives Industry

Chemicals

Plastics Sector

Cosmetics Sector

Oceans Economy

DIGITALISATION

Pharmaceuticals, Vaccines and Medical Technologies

Electro-Technical Industries and White Goods

Aerospace and Defence

Induced Demand

International Demand

Trade Interventions

Increase number of countries trading under African Continental Free Trade Area Agreement (AfCFTA)

Deploy carbon trade instruments to promote South Africa's transition to a low carbon economy

Just Energy transition trade tools deployed

WTO reforms undertaken and attained

Exports Initiatives

Increasing the capacity of South Africa's enterprises to export, including skills for exporting

Penetrating African export markets beyond SADC

Increasing the value of South Africa's investments in the rest of Africa

Promotion and marketing of South African goods and services exports globally, including unlocking opportunities linked to trade arrangements and trade agreements

Economic Diplomacy and the professionalization of the foreign service

Resolving trade and investment barriers faced by South African businesses

Improved trade finance instruments

Export Support

Duty Rebates and Drawbacks (ITAC)

Political and Commercilal Risk Cover (ECIC)

Traceability and quality assurance (NMISA)

Exports Increase

R3 Trillion

MTDP Economic Growth

3%

Growing AfCFTA market for goods and services

Africa represents a massive and underpenetrated market for consumer durables, housing, infrastructure, and financial services. Per-capita consumption of key goods cars, computers, refrigerators is low, relative to developed countries, suggesting long-term viability for domestic and regional production.

Eleven of the world's twenty fastest-growing economies are in Africa (e.g., Niger, Senegal, Libya, Rwanda, C ôte d'Ivoire, Ethiopia, Benin, Djibouti, Tanzania, Togo and Uganda), offering dynamic growth opportunities for South African firms. Pending full AfCFTA ratification and tariff implementation in countries outside SADC including Algeria, Cameroon, Egypt, Ghana, Kenya, Morocco, Rwanda, Tunisia, Burundi, the Gambia, Nigeria, Ethiopia and Uganda - South Africa is well positioned to expand regional trade, develop regional value chains, and consolidate its role as a gateway to continental markets.

Digitally-savvy youth and knowledge economy

South Africa has a large, digitally literate youth population, providing a foundation for growth in digital and knowledge services. Opportunities include:

- Remote work, software development, AI services, digital content creation (e.g., streaming, e-learning, gaming).
- Filling global shortages in IT, cybersecurity, and BPO services in the US, EU, and other markets.
- Leveraging social and cultural content for global audiences.

Strategic actions include expanding digital skills training, incentivising tech start-ups for export under AfCFTA's Protocol on Digital Trade and promoting South Africa as a nearshore hub for cost-competitive, skilled digital labour.

Emerging green, critical minerals, and biotech sectors

South Africa's critical mineral endowments (platinum, vanadium, rare earths) and abundant renewable energy potential positions the country to play a leading role in the global green transition. Key opportunities include:

- Developing domestic processing capabilities for batteries, renewable energy components, and electric vehicle (EV) supply chains.
- Establishing regional value chains under AfCFTA to ensure African economies capture more value.
- Leveraging rich biodiversity, including hemp and cannabis, for pharmaceuticals, agro-processing, and sustainable materials.

Public-private Research and Development (R&D) partnerships and regional collaboration will be critical to convert natural resource advantages into industrial, technological, and employment benefits.

Boost innovation in priority sectors through targeted R&D

South Africa ranks low on global R&D and innovation indices due to historical underinvestment in both the public and private sectors. Priority sectors for intervention include digital, consumer goods, industrial energy, green technologies, and defence.

Strategic policy actions to enhance innovation include:

- Strengthening tax incentives for private-sector R&D in industrial priority sectors.
- Expanding the Innovation Fund and aligning funding with industrial policy goals, particularly in decarbonisation, biotech, and digital infrastructure.
- Supporting early-stage companies and public-private partnerships to scale innovative solutions for domestic and export markets.

Leveraging public-sector support to catalyse growth

Government instruments including **the dtic**'s trade and investment promotion initiatives, industrial incentives, and targeted procurement can stimulate industrialisation and regional integration. Efficient use of these tools, alongside strategic infrastructure and energy investments, can encourage private-sector participation, foster innovation, and expand value chains for both domestic and regional markets.

South Africa's opportunities are significant and multi-dimensional, spanning trade, investment, digital economy, green industrialisation, and innovation. By strategically leveraging existing trade agreements, the AfCFTA, a digitally skilled youth population, and natural resource endowments, **the dtic** can support export-led growth, industrial diversification, job creation, and regional leadership. Realising these opportunities requires coordinated policy, investment in skills and technology, targeted R&D, and efficient regulatory and procurement frameworks.

4.1.4 Threats

Global decarbonisation measures and protectionism

The urgent global shift to address climate change has led some countries and trading blocs to introduce unilateral trade restrictions such as Carbon Border Adjustment Mechanisms (CBAM), carbon taxes, and investor pressures against high-emission sectors like coal. While these policies are critical for the climate, they pose disproportionate risks to South Africa due to:

- Dependence on coal-generated electricity from Eskom.
- Energy-intensive smelting operations and industrial facilities with sunk costs.
- Shipping distances that increase export carbon footprints.
- Automotive production focused on internal combustion engines.

Approximately 78% of South Africa's exports go to countries pursuing net-zero targets, meaning CBAM and similar measures could affect an estimated 422,000 jobs in mining, metals, and automotive sectors.

Mitigation strategies include:

- Advocating for multilateral climate solutions and phased implementation for developing countries.

- Providing incentives to encourage local production of electric vehicles (EVs) and renewable energy components.
- Supporting industrial decarbonisation and green industrialisation to maintain competitiveness in energy-intensive sectors.

Geopolitical tensions and trade wars

Global economic uncertainty is rising due to geopolitical tensions and escalating trade conflicts. South Africa, while not a source of these tensions, faces risks from:

- Protectionist measures in key export markets.
- Surplus production in other countries displacing South African exports.
- Potential restrictions or disruptions to FDI and portfolio inflows.

Recent U.S. tariffs and temporary suspension of AGOA highlight the vulnerability of key sectors (automotive, metals, agriculture). **the dtic** will continue to mitigate these risks by:

- Diversifying export markets through AfCFTA and other trade agreements.
- Stimulating domestic demand via localisation and industrial policy.
- Securing support for green industrialisation and sustainable infrastructure finance from global partners, including the EU and World Bank.

Economic instability and policy uncertainty

Despite attracting $2.8 billion in fixed-income inflows and high foreign holdings of domestic bonds, South Africa's economy remains vulnerable to:

- Political disagreements, particularly within the ruling coalition.
- Slow economic growth and high public debt.
- Policy uncertainty and inconsistent signalling.

Instability can reduce investment, weaken output, depreciate the currency, increase inflation, and raise borrowing costs. Through participation in the Economic Cluster, **the dtic** will work to:

- Promote policy stability;
- Provide clear industrial policy signals;
- Support inclusive growth to restore business confidence and encourage investment.

Heightened competition for FDI and export markets

South Africa faces increasing global competition from countries offering lower costs, faster approvals, better incentives, and more advanced infrastructure. To maintain and enhance its attractiveness, South Africa must:

- Strengthen the economic narrative and value proposition for investors.
- Benchmark incentives and production costs against competitor countries.
- Modernise regulatory frameworks and improve infrastructure efficiency.

the dtic can leverage strategic benchmarking, smart incentives, and infrastructure focus to retain and grow investment in priority industrial sectors.

Environmental risks and climate-related disasters

South Africa is increasingly exposed to climate-related natural disasters, including floods, droughts, and extreme weather events as evidenced by the floods in 2022 that caused severe economic disruption in KwaZulu-Natal. Key sectors such as agriculture, manufacturing, and logistics are particularly vulnerable to the impacts of climate-related disasters.

Strategic responses include:

- Embedding climate resilience into infrastructure planning and industrial development.
- Strengthening disaster response capacity.
- Supporting firms to adopt climate-resilient operations and adaptive technologies.
- Ensuring budget allocations for infrastructure and climate adaptation are efficiently deployed.

South Africa faces a complex external threat environment in 2026 and beyond, combining global structural shifts, geopolitical tensions, trade protectionism, environmental risks, and domestic policy uncertainty. These threats are interconnected, with impacts on exports, FDI, employment, and industrial competitiveness.

Mitigation will require:

- Strategic industrial and trade policy aligned with global decarbonisation efforts.
- Diversification of export markets through AfCFTA and other agreements.
- Strengthened domestic infrastructure, climate resilience, and disaster preparedness.
- Policy certainty and active investment promotion to maintain South Africa's attractiveness.

By anticipating these threats and linking them to industrial strategy, **the dtic** can convert risks into opportunities, particularly in green industrialisation, digital services, regional trade, and resilient manufacturing.

4.2 Medium Term Development Plan (MTDP)

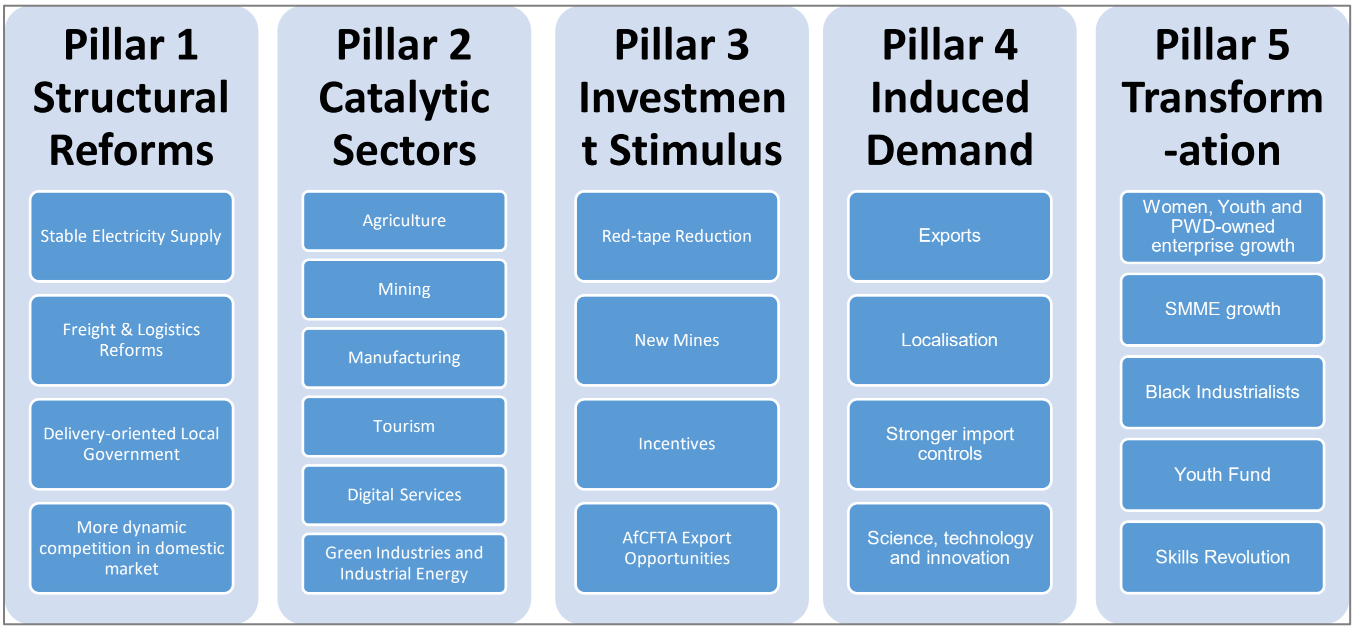
The MTDP was approved by Cabinet on 26 February 2025. On the 6 August 2025, the Cabinet reviewed the bi-annual progress report on the MTDP (covering Oct 2024–Mar 2025) and announced that the Minister of Planning, Monitoring and Evaluation (DPME), with Cabinet Cluster co-chairs, will give a detailed implementation briefing during mid-August 2025. The MTDP incorporates three strategic priorities that were outlined by President Ramaphosa in his Opening of Parliament Address on 18 July 2024, namely:

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

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

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

Figure 6: MTDP Pillars



Pillar 1: Structural Reforms

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

Pillar 2: Catalytic Sectors

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

Pillar 3: Investment Stimulus

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

Pillar 4: Induced Demand

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

Pillar 5: Transformation

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

Five-Year Targets

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

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

Industrial Policy

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

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

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

The government has prioritised climate change-mitigation policies and green industrial development to move towards a low-carbon economy. Industrial development, therefore, considers both economic and environmental factors. Decarbonising the South African economy includes beneficiating critical minerals, which are essential for climate change mitigation, energy transition and a low-carbon future, sustainable development, and technological development. Critical minerals are essential for clean energy technologies, such as wind turbines, solar panels, batteries, green hydrogen, fuel cells and electronic components in consumer goods.

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

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

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

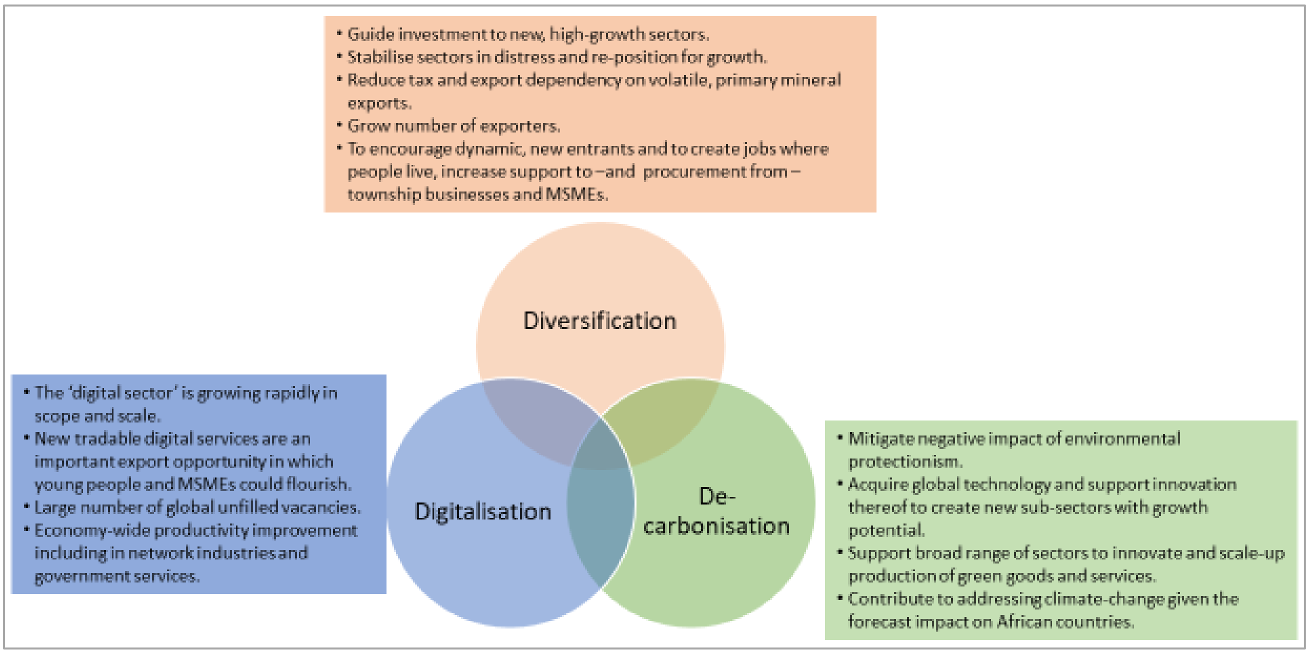
4.2.1 The Three Ds

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

- **Diversification** - To increase SA's presence in growth sectors and growing export markets. This is crucial to ensuring that investment flows to sectors with the highest growth rates while supporting struggling and 'mature sectors' to improve competitiveness and access new markets. In some cases, competitiveness will depend on firms innovating production processes and upgrading products to meet domestic and export consumer preferences. **the dtic** will deploy its innovation funds and work closely with relevant sister departments to support technology acquisition and innovation to stabilise these sectors and position them for sustained growth.
- **De-carbonisation** - To mitigate the negative impact of current and future carbon barriers, and to position domestic manufacturers to enter the 'green economy' and thereby access this growing sector.

- **Digitalisation** - As this is a key source of productivity growth across the entire economy, trade in digital services is growing much faster than trade in goods, and there are many niche (but large to SA firms) sub-sectors where SA firms could gain a foothold in international markets.

Figure 7: Three D Economic Strategy



Policy Sequencing and Collaboration

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

Prioritising Inclusive Growth

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

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

Effectively Deploying our Trade Policy Tools

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

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

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

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

Critical minerals beneficiation

Background

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

- **Provision of targeted mineral specific, sector wide and cross-cutting support programs and incentives.**
  - Increasing exploration and **processing investments through simplifying permit processes and a range of support measures**.
  - Developing and appropriately utilising quality geoscience data

- **Developing technology Innovations for mining efficiency to reduce costs and risks, improve recoveries and support R&D start-ups**
- Addressing bulk infrastructure bottlenecks
- **Creating regional partnerships for critical mineral production, processing, technology transfer, access to markets, and funding.**

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

Plans to unlock optimal beneficiation of Critical Minerals

Mining and exploration

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

Table 1: Interventions at upstream and mining level

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

Value addition and localisation

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

Table 2: Interventions for beneficiation

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

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

4.2.2 Designated Groups

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

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

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

Youth are at the bottom scale of economic activities as the majority of them are unemployed and business opportunities are not within easy reach. Furthermore, they lack access to quality education and useful skills development. It is of crucial importance that institutions of higher learning and the private sector collaborate in designing future learning streams that the focus on private sector needs, to increase the potential for employability. Empowering youth and enabling their access to economic participation will require the Department to identify key strategic partners to devise and roll-out in-demand skills dprogrammes.

Industrial policy interventions have the potential to improve the disadvantaged position of designated groups in the economy by supporting them as workers and business owners. Furthermore, industrial policy can be used as a mechanism to support the meaningful participation of designated groups in the mainstream economy. The advent of digital economy and e-commerce, poses an opportunity for the effective inclusion of designated groups in the economy. The youth possess exceptional skills to express their individuality and personal passions through digital technologies especially as their self and financial worth has been negatively impacted by the residual effects of the covid-19 pandemic. The youth of today find the traditonal 9-5 office job as impeding on their flexibility and limiting their opportunities their time and to engage in multiple simultaneous remote occupations. The digital economy combines individuality and personal expression with digital audiences to create alternative pathways to economic opportunities.

Private sector partnerships , to empower designated groups in enterprise development using B-BBEE Act as a lever, should be rolled out. Positioning designated groups within key programmes of transformation like the SEZsand IPs,and the development of the digital economy, should be a deliberate action that is implemented and monitored.

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

4.2.3 Collaboration with Stakeholders

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

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

Moreover, **the dtic** participates at National Economic Development and Labour Council (NEDLAC) where it convenes the government constituency in the trade and industry chamber.

the dtic mobilises social partners including labour, business, and various government departments and agencies to consult on policies and legislation that can contribute to the achievement of MTSF targets and seek to mobilise the resources of other stakeholders to these goals.

4.2.4 Spatial Economic Development

On spatial economic development and transformation, the Department is part of an Economic MinMec together with the Departments of Tourism and Small Business Development at a national level, and with all nine provincial Departments of Economic Development. This helps to ensure that national policy imperatives are coordinated with provinces for more effective implementation of the MTSF. The department participates in the District Development Model (DDM) work of the government through its contribution to the development and implementation of district one plans. The Department contributes financially to Special Economic Zones and to the rejuvenation of Industrial Parks, though these entities historically have fallen under the management of provincial governments. This creates governance challenges with the role of **the dtic** limited to funding. This is being reviewed and a new pilot approach will be extended to a further new SEZ **the dtic** contributes to a suite of industrial support programmes to enterprises from all districts.

Special Economic Zones (SEZ) Programme plays a foundational role in advancing the National Spatial Development Framework (NSDF) and Regional Spatial Development Framework (RSDF), by driving spatial transformation, reindustrialisation, and balanced regional development across South Africa. As geographically targeted industrial investment nodes, SEZs directly support SDF objectives by stimulating economic activity in strategically selected locations, thereby reducing spatial inequality and promoting inclusive growth. A good example of this is the proposed Vaal SEZ, which is imbedded in the Vaal River Regional Spatial Development Framework.

Furthermore the SEZs are high-impact economic instrument that reinforces the DDM's commitment to integrated planning, coordinated programme implementation, and district-level economic transformation. The new SEZ implementation approach, underpinned by the Spatial Industrial Development (SID) Strategy, is characterised by strong involvement across national, provincial, and local spheres and supported by a dedicated national Project Management Unit mirrors the DDM's "One Plan, One Budget" methodology, enabling alignment of industrial development with district-scale priorities. SEZs such as the Tshwane Automotive Zone, and the Fetakgomo Tubatse SEZ, is structured around this approach.

4.2.5 State of the Nation Address (SoNA)

The following table reflect the 2026 SoNA Commitments applicable to **the dtic:**

1. STRATEGIC PRIORITY 1: DRIVE INCLUSIVE GROWTH AND JOB CREATION

Key Results Area	Actions	Department/ Institution/ Cluster
Implementation of the Industrial Policy	1.1. Implement plans to protect jobs in steel, automobile and other sectors which employ many people	DTIC, Organised Business &Organised Labour
	1.2. Closing loopholes in the tariff structure and developing additional measures to protect and grow the manufacturing base	DTIC, Organised Business and Organised Labour
Agriculture	1.3. Progress on opening of new markets for fresh produce, livestock and wine	NDA and DTIC
Tourism	1.4. Promote unique cultural, historical and natural attractions that reflect the country's identity	DT, DSAC and DTIC
Just Energy Transition Investment Plan	1.5. Introduce a 150% tax reduction for investment in new energy vehicles while supporting the local production of batteries	DFFE and DTIC
Just Energy Transition Investment Plan	1.6. Investment in manufacturing, infrastructure and skills from the R250 billion international pledges	DFFE and DTIC
Attracting Investment	1.7. Hold investment conference to raise R 2 trillion in the next 5 years	The Presidency and DTIC
BEE Reforms	1.8. Review and strengthen the Broad-Based Black Economic Empowerment Framework to ensure that it supports greater transformation and inclusive growth	DTIC

2. SUB-STRATEGIC PRIORITY 3: BETTER AFRICA AND WORLD

Key Results Area	Actions	Dept./ Institution/ Cluster
Trade	3.1 Through SA position in Africa Union and SADC advance regional integration, peace and instability	**DIRCO, ICTS, JCPS and ESIEID**
	3.2 Strengthening the capacity for trade negotiations and expanding missions abroad to drive economic diplomacy	DTIC and DIRCO
	3.3 Contribute to African Continental Free Trade Area (AfCFTA) to expand trade between African countries, drive industrialisation and create jobs	DTIC
Forge partnerships	3.4 Building on G20 Presidency, advance priorities of the Global South such as inclusive growth, debt relief, climate change, reform of global governance institutions and beneficiation of critical minerals at source	DIRCO
Global effort to reduce inequality within and between countries	3.5 Working with international partners towards launching the International Panel on Inequality	DIRCO & G20 Extraordinary Committee on Global Inequality

3. SUB-STRATEGIC PRIORITY 3: NATION BUILDING

Key Results Area	Actions	Dept./ Institution/ Cluster
National Dialogue and formulation of the National Development Plan beyond 2030	3.6 National Dialogue reaching every part of the society for citizens to raise concerns, aspirations and plans for the future	Eminent Persons Group, Steering Committee and the Presidency

Key Results Area	Actions	Dept./ Institution/ Cluster
Curb excessive alcohol abuse	3.7 Strengthen regulation of alcohol by limiting the density of liquor outlets, restricting trading hours and ending sale of alcohol in large containers	DTIC and DCOG working with Provincial governments and municipalities All Clusters

4.3 Internal Environment

4.3.1 Human Resource Management and Development

Building on the Department's solid foundation of expertise, and recognising the ongoing need to enhance our human resource capabilities, **the dtic** will implement a comprehensive Medium-Term Human Resource Strategy for 2026/27. This strategy will focus on finalisation of the Department's macro-organisational structure. To date, the Departmental Value Chain and Service Delivery Model were developed, consulted and finalised. A draft macro-organisational structure was developed and consulted on 17 December 2025 and a report capturing insights from the consultations was submitted. Furthermore, the organisational culture will be addressed via a range of interventions. The first includes advancing skills development initiatives based on needs identified, as well as addressing gaps identified during the SMS Skills Audit that was conducted during the 2024/25 financial year. The second involves filling of vacancies, and fostering transformation through targeted appointments of WYPD. Ultimately, our goal is to continuously strengthen our workforce to meet emerging challenges and support the Department's strategic objectives.

4.3.2 An ethical, capable and professional public service

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

Ethics and the risks of corruption is managed via interventions by the Head of Ethics. These interventions include robust awareness campaigns, webinars, training, consultations and proactive measures implemented. To promote transparency, prevent conflicts of interest, uphold ethical conduct, and ensure public trust and accountability, **the dtic** encourages a culture of compliance and fair treatment that aims to uproot malpractice, as evidenced by our whistleblowing hotline (email) that is frequently monitored and assessed in the event that cases need to be referred for investigation and subsequent corrective action.

4.3.3 Entity governance

To enhance oversight over the entities under the executive authority of the Minister, the Department will ensure coordinated planning with the entities and put in place mechanisms to support and continuously monitor their performance. The Department will also ensure that leadership positions within the entities, (i.e. boards, tribunal members, commissioners and CEOs) are not left vacant for extended periods. A process will also be undertaken to ensure that governance structures within the entities are established and operational.

4.3.4 Financial resource consideration

Expenditure is expected to decrease at an average annual rate of 0.6 per cent, from R11.1 billion in 2025/26 to R10.9 billion in 2028/29. This marginal decrease is due to a sharp reduction in allocations to the Transformation and Competition programme over the medium term owing to a once-off allocation to the programme, despite the extension of the presidential employment initiative to 2026/27 to continue supporting jobs through an additional allocation of R1.5 billion for the Social Employment Fund. Transfers and subsidies to the department's entities account for an estimated 80.2 per cent (R26.7 billion) of the total budget over the MTEF period.

Supporting business and developing industrial corridors

Activities in the Incentives programme will continue to support initiatives that enhance competition, infrastructure development and job creation. This will be done by growing sustainable, competitive enterprises through direct and indirect industrial financing in the form of incentives. Of the R16.9 billion allocated to incentive programme over the period ahead, those incentives related to manufacturing development account for 51.5 per cent (R8.7 billion), followed by infrastructure investment support incentives at 21.38 per cent (R3.6 billion) and services sector development incentives at 19.09 per cent (R3.2 billion). An estimated 8 200 new jobs and 17 000 digital jobs are expected to be created through these incentives over the period ahead.

Over the next three years, through the Sectors programme, the department will continue to focus on implementing the new industrial policy, which aims to move beyond traditional support measures to focus on global trends such as decarbonisation, diversification and digitisation. This will be achieved through the transfer of approximately R170.7 million to the National Cleaner Production Centre over the next 3 years. The centre focuses on driving the transition of South African industry towards a green economy through appropriate resource efficient and cleaner production interventions. Through the Sectors programme, the department will also continue to drive implementation of the Clothing, Textile, Leather and Footwear master plan through the clothing, textiles, footwear and leather growth programme, which is allocated R1.5 billion over the medium term. Since inception, the programme has created more than 10 000 jobs and continues to support existing employment. According to the plan, by 2030 employment in the sector is set to increase to 330 000 and local retail sales to R250 billion.

The department will continue to provide financial support for top structures (factories) in special economic zones and roll out infrastructure to revitalise 10 targeted industrial parks. This will be provided through infrastructure investment incentives, which receive R3.6 billion over the medium term, with allocations increasing at an average annual rate of 3.4 per cent, from R1.1 billion in 2025/26 to R1.3 billion in 2028/29. Of this, R3 billion is allocated for special economic zones, R156.5 million for industrial parks and R498 million for critical bulk infrastructure such as water, electricity and sewerage.

Furthermore, the department will provide incentive for green industrialisation through blended financing to ensure a sustainable funding model. The incentives will provide large scale sustainable infrastructure, green technology research and development, and the development of impactful green markets. Strategic public-private partnerships and other incentives such as tax incentives will be utilised to drive large-scale and industrialisation and ensure a sustainable, low-carbon economy.

Enhancing industrial competitiveness and localisation

Over the medium term, the department will focus on implementing the National Industrial Policy, using sector master plans to drive industrialisation, localisation and transformation. Spending over the period will enable the development of policies and programmes that strengthen manufacturing and related sectors to support decent employment, value addition and improved competitiveness in domestic and export markets. These resources will also bolster the technical infrastructure system through the setting of standards, quality assurance, accreditation and improving metrology. This will be done to protect the domestic market from unsafe imports and facilitate access to high-value export markets. Spending will also be focused on promoting green industries and resource efficiency in response to climate-related economic opportunities, and leveraging public procurement through the national industrial participation programme to advance industrial development.

4.3.5 Private Sector Investment

Building partnerships with the private sector remains key to securing investment to create jobs. Through incentive programmes, the Department plans to leverage investments from private sector. To attract and sustain these vital partnerships, the following mechanisms will be utilised, among others:

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

4.3.6 Transformation Fund Resource Mobilisation and Capitalisation

The objectives of the Fund are to:

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

The Transformation Fund is anticipated to be capitalised at R20 billion per annum over a five-year period. The capitalisation and resource mobilisation strategy involves sourcing contributions widely to achieve sustainable and inclusive economic growth. The Transformation Fund’s diverse funding sources create a flexible financing model that supports the country's economic growth and transformation. This includes securing resources from donor agencies, international organisations, development banks, private sector investments, philanthropic contributions, and other strategic third-party partners, particularly for initiatives with social or environmental impact goals.

Sector funding from government departments will be allocated to the Fund as seed capital that will enhance and attract additional funding contributions from other sources, particularly the private sector. The Fund will seek out strategic partnerships on high-impact projects that foster inclusive growth and empower local communities. Additionally, the Fund will be proactive in submitting unsolicited sector bids, and presenting tailored proposals to stakeholders that address sector-specific needs and opportunities for transformative impact.

The objectives for the current financial year where the Transformation Fund is concerned will be to finalise the Transformation Fund Framework and generate awareness thereon among stakeholders; finalise Statement 400 of the B-BBEE Codes, and commence with the implementation thereof to fast-track access to funding for entrepreneurs.

4.3.7 Government Contributions

Equity Equivalent Investment Programme (EEIP) - B-BBEE Codes enables multinational businesses that have challenges complying with the ownership element of the B-BBEE Codes, to set aside funds (25% of the value of their South African operations). Funds from EEIP will be channelled to the Transformation Fund to ensure that they are used for greater transformational impact.

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

4.3.8 Private Sector involvement

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

Depicted on Budget Table 1 below is the dtic’s expenditure trends by programme and economic classification.

Budget Table 1: the dtic expenditure trends by programme and economic classification

Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Programme 1	759.9	816.9	848.7	1 069.5	12.1%	8.4%	1 045.3	1 085.2	1 118.6	1.5%	9.8%
Programme 2	222.7	252.0	237.1	315.7	12.3%	2.5%	266.4	276.9	285.3	-3.3%	2.5%
Programme 3	152.1	138.6	147.1	159.4	1.6%	1.4%	189.9	198.1	204.5	8.7%	1.8%
Programme 4	1 730.5	1 574.2	1 312.2	1 534.1	-3.9%	14.9%	1 685.9	1 757.0	1 811.6	5.7%	15.8%
Programme 5	331.5	346.2	345.9	407.3	7.1%	3.5%	376.6	392.6	404.9	-0.2%	3.5%
Programme 6	5 363.1	5 431.1	4 251.2	5 230.2	-0.8%	49.0%	5 437.5	5 655.4	5 831.6	3.7%	50.9%
Programme 7	397.8	416.7	339.7	385.3	-1.1%	3.7%	430.0	447.9	461.4	6.2%	4.0%
Programme 8	1 533.9	1 415.6	1 767.9	1 962.6	8.6%	16.1%	2 198.6	717.4	739.7	-27.8%	11.0%
Programme 9	48.2	49.3	37.1	64.6	10.2%	0.5%	68.3	71.1	73.3	4.3%	0.6%
Subtotal	**10 539.8**	**10 440.6**	**9 287.0**	**11 128.6**	**1.8%**	**100.0%**	**11 698.5**	**10 601.5**	**10 930.9**	**-0.6%**	**100.0%**
Total	**10 539.8**	**10 440.6**	**9 287.0**	**11 128.6**	**1.8%**	**100.0%**	**11 698.5**	**10 601.5**	**10 930.9**	**-0.6%**	**100.0%**
Change to 2025 Budget estimate				–			1 463.3	(96.6)	(247.4)		
Economic classification											
Current payments	**1 649.9**	**1 686.7**	**1 651.1**	**2 090.3**	**8.2%**	**17.1%**	**2 090.0**	**2 179.3**	**2 246.9**	**2.4%**	19.6%
Compensation of employees	1 046.4	1 042.2	1 004.2	1 118.3	2.2%	10.2%	1 240.6	1 294.4	1 333.1	6.0%	11.6%
Goods and services[1]	603.5	644.4	646.6	972.0	17.2%	6.9%	849.4	884.9	913.7	-2.0%	8.0%
of which:											
Computer services	*21.9*	*30.6*	*24.5*	*106.1*	*69.3%*	*0.4%*	*55.4*	*61.2*	*72.0*	*-12.1%*	*0.6%*
Consultants: Business and advisory services	*30.6*	*35.4*	*21.1*	*68.2*	*30.6%*	*0.4%*	*67.6*	*73.0*	*63.0*	*-2.6%*	*0.6%*
Legal services	*56.2*	*31.0*	*39.0*	*21.3*	*-27.7%*	*0.4%*	*33.5*	*37.8*	*39.0*	*22.4%*	*0.3%*
Contractors	*7.2*	*21.9*	*15.6*	*27.5*	*56.5%*	*0.2%*	*43.3*	*36.3*	*38.5*	*11.9%*	*0.4%*
Operating leases	*344.7*	*370.9*	*388.4*	*456.9*	*9.9%*	*3.8%*	*427.8*	*444.8*	*464.9*	*0.6%*	*4.0%*
Travel and subsistence	*50.9*	*58.1*	*71.4*	*93.2*	*22.3%*	*0.7%*	*81.8*	*84.7*	*84.8*	*-3.1%*	*0.8%*
Interest and rent on land	–	0.1	0.3	–	0.0%	0.0%	–	–	–	0.0%	0.0%
Transfers and subsidies[1]	**8 884.5**	**8 692.8**	**7 600.2**	**9 028.5**	**0.5%**	**82.6%**	**9 588.9**	**8 401.9**	**8 663.2**	**-1.4%**	**80.2%**
Departmental agencies and accounts	1 237.3	1 158.9	1 202.7	1 308.0	1.9%	11.9%	1 257.0	1 305.8	1 345.0	0.9%	11.8%

Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
Foreign governments and international organisations	35.0	38.5	40.1	48.5	11.4%	0.4%	49.8	51.6	53.2	3.2%	0.5%
Public corporations and private enterprises	7 442.5	7 344.6	6 192.1	7 495.3	0.2%	68.8%	8 105.3	6 861.0	7 075.8	-1.9%	66.3%
Non-profit institutions	159.8	146.0	159.5	170.7	2.2%	1.5%	175.7	182.2	187.9	3.2%	1.6%
Households	10.0	4.7	5.7	6.0	-15.5%	0.1%	1.1	1.2	1.2	-41.1%	0.0%
Payments for capital assets	**4.1**	**60.7**	**18.4**	**9.9**	**33.8%**	**0.2%**	**19.6**	**20.3**	**20.9**	**28.5%**	**0.2%**
Machinery and equipment	2.1	48.3	15.9	8.2	57.3%	0.2%	16.2	16.9	17.4	28.4%	0.2%
Software and other intangible assets	2.0	12.4	2.5	1.6	-6.6%	0.0%	3.4	3.4	3.5	29.1%	0.0%
Payments for financial assets	**1.2**	**0.5**	**17.3**	**–**	**-100.0%**	**0.0%**	**–**	**–**	**–**	**0.0%**	**0.0%**
Total	**10 539.8**	**10 440.6**	**9 287.0**	**11 128.6**	**1.8%**	**100.0%**	**11 698.5**	**10 601.5**	**10 930.9**	**-0.6%**	**100.0%**

PART C: MEASURING PERFORMANCE

5. Institutional Programme Performance Information

5.1 Programme 1: Administration

a) **Purpose:** Provide the Department with strategic leadership, management and support services.

b) **Description of Sub-Programmes**

(i) **The Ministry** provides leadership and policy direction to **the dtic**;

(ii) **The Office of the Director-General** (ODG) provides overall management of **the dtic**' s resources;

(iii) **Corporate Services** provides customer-centric and integrated resource solutions in human resource management, information and communication technology, legal services and facilities management;

(iv) **Office Accommodation** is an allocation for accommodation services to **the dtic** regional offices and ensures continued maintenance service;

(v) **Financial Management** provides support to **the dtic**, with respect to financial resource allocation and the management thereof, to aid the fulfilment of the Department's goals and objectives; and

(vi) **Marketing, Communication and Media Relations** facilitates greater awareness of the Department's role and increase the uptake of its products and services as well as ensuring that it is projected positively in the media through influencing the content of all media in favour of the Department.

Strategic focus for 2026/27

Internal Transformation and Human Capital Development

The Department remains committed to advancing its internal transformation agenda, with specific targets set for the upcoming three-year plan. These include maintaining 50% employment of Women in Senior Management Service (SMS) positions, increasing the employment of Persons with Disabilities above 5%, and expanding opportunities for Youth. To support Youth development, 51 interns under the age of 35 will be recruited and commence their internships during 1 July 2026, with the aim of completing their placements over the next two years.

Performance management remains a key driver of transformation. Senior managers' performance assessments will continue to incorporate internal transformation targets, which have been embedded in their performance agreements since the 2019/20 financial year. During 2024/25, the department achieved a compliance rate of 97.4% for the submission of performance agreements, and efforts will persist to monitor and address non-compliance through established internal processes.

In our pursuit of building a capable and developmental state, the department's "Fit for Purpose Organisational Structure" initiative, launched in 2023/24, will be further advanced in 2026/27. This project aims to deliver a restructured macro-organisational framework, develop a comprehensive Competency Framework, and conduct a Skills Audit of senior managers. Progress on these milestones remains on track, and the focus will shift toward refining the micro-organisational structure (below Senior Management Service level) in the upcoming year.

To foster a high-performance and engaged workforce, the department plans to launch a comprehensive Employee Engagement Survey in 2026/27. This initiative seeks to gauge employee perceptions, engagement levels, and overall workplace experiences. The insights gained will help identify key areas for improvement such as communication, collaboration, leadership, and inclusivity—and will promote transparency and trust within the department. The survey findings will inform strategic interventions aimed at cultivating a motivated, satisfied, and aligned workforce.

Furthermore, continuous skills development remains a priority. The department will sustain its focus on targeted training and development initiatives, especially aligning with the outcomes of the Skills Audit for Senior Management Service employees. These efforts will concentrate on enhancing technical and leadership capabilities to meet the evolving demands of the department’s mandate.

Empowerment and inclusion of Women, Youth and Persons with Disabilities (WYPD)

The department acknowledges the legislation, and policy priorities contributing to the achievement and promotion of WYPD rights and priorities. These include, amongst others, the Constitution, Gender Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework (GRPBMEAF), Gender Based Violence and Femicide on National Strategic Plan (GBVF on NSP), White Paper on the Right of Person with Disability, National Youth Policy 2030 (NYP), South African Policy Framework on Women Empowerment and Gender Equity (SAPF on WEGE) and Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 (PEPUDA).

The transformation agenda through targeted procurement from women, youth and PWD will be done through the re-alignment of the departmental procurement practices in order to meet the target of 40 % of public procurement spent to women-owned enterprises, 30 % towards youth and 4 % towards PWD businesses.

The department’s interventions are embedded in the financial planning and budgeting processes, ensuring continuity even amidst limited funding due to fiscal constraints. Financial resources will be prioritised to ensure they reach designated groups.

Funding will further be reinforced through procurement reforms targeting 40% spend on women-owned enterprises, as well as sustained investments in industrial finance, empowerment funding, and export promotion initiatives that benefit sectors employing large numbers of women.

Furthermore, the Department will ensure the effective implementation of the Gender Responsive Planning, Budgeting, Monitoring, Evaluation, and Auditing Framework through established reporting and accountability processes. These processes systematically track, and report expenditure data disaggregated by gender, demonstrating the extent to which resources are spent on programmes that benefit women. Gender-related indicators are incorporated into performance reporting, enabling regular assessment of financial commitments against outcomes and strengthening transparency and oversight in advancing women's empowerment.

Information and Communication Technology (ICT)

1) <u>Data and knowledge management</u>

the dtic operates in an environment where the demand for reliable, timely, and accurate information to support decision-making is ever increasing. Information and data underpin all departmental operations, programmes, and policy decisions. Without well-managed information assets, the department cannot fully deliver on its mandate. Information is therefore recognised as a strategic asset that must be governed, protected, and utilised optimally.

To address this, **the dtic** will implement a structured programme to embed data governance and knowledge management across the department. The focus areas for the year will include:

1. **Data Governance**
    - Develop and approve a Data Governance Framework, Strategy, and Operating Model to set internal standards and policies for data collection, storage, processing, sharing, and disposal.
    - Develop a centralised Data Warehouse to consolidate data from multiple sources into a single, consistent repository to support advanced analytics, data mining, artificial intelligence (AI), and machine learning applications.

2. **Knowledge Management**
    - Establish a multi-disciplinary Knowledge Management Committee to oversee the implementation of KM initiatives.
    - Develop and adopt a Knowledge Management Strategy, policies, and enabling technology platforms.
    - Implement processes for creating, harvesting, sharing, and disseminating institutional knowledge.
    - Strengthen governance and leadership structures to ensure sustainability of KM practices.

Expected Outcomes:

- Improved quality, accessibility, and security of departmental information and data assets.
- Enhanced evidence-based decision-making through integrated and reliable information sources.
- Reduced duplication and increased operational efficiency through coordinated information management.
- Institutionalisation of a culture of knowledge sharing and organisational learning.

2) <u>Enterprise Architecture and Strategy</u>

The Department is in the process of developing an Enterprise Architecture (EA) in line with DPSA's Corporate Governance of ICT Policy Framework (CGICTPF).

The project is aimed at introducing Enterprise Architecture and a technology roadmap in the Department. The project focuses mainly on the development of the Enterprise Architecture blueprint, which will inform the revision of the Digital Business Transformation Strategy.

The EA project will ensure the easy alignment of Information and Communication Technology (ICT) with **the dtic** business objectives. The integrated EA framework supports operational delivery, transformation programs, long-term planning, policy innovation, and institutional excellence.

The EA project will also ensure adherence to governance directives, respond to changing economic, regulatory, and social imperatives, and ensure a horizontally linked (across branches and entities) and vertically aligned (from strategy to operations) architecture, fostering cohesion, resilience, and responsiveness throughout the organization.

Outcomes of the Initiative:

- A unified, capability-driven EA that is horizontally integrated across branches and entities, and vertically aligned from strategy to operations
- Improved organizational cohesion, resilience, and responsiveness
- A dynamic and adaptable architecture that supports national economic development and institutional excellence
- An informed departmental ICT Strategy
- Ensure overall governance compliance

3) <u>Automation of client facing application</u>

Automation of client-facing business processes is central to building a digital government that is efficient, transparent, and citizen-centric. By digitising and automating client-facing business processes, **the dtic** can significantly reduce administrative burdens while ensuring faster and more consistent service delivery. This not only enhances the citizen experience but also builds trust in government systems through reliability and accountability.

To enhance the delivery of **the dtic**'s core outputs, the oCIO has registered a 3-year automation programme to deliver a modernised web-enabled, transactional and reporting systems to administer and manage incentives offered by the department that will enable applications and claims data capturing, evaluation, approval, monitoring and reporting. For 2026/27, 6 incentives are scheduled to be implemented.

The following Expected Benefits have been identified and will be the foundation against which the programme will be appraised after implementation and are as follows:

- Improved turnaround time
- Enhanced customer satisfaction
- Improved Budget Management
- Monitoring of the overall success of the OIS over time

4) <u>Shared services</u>

The Information Communication Technology (ICT) shared services initiative seeks, in principle, to optimize structures (people), architectures (hardware, software and networks), business and ICT processes; to leverage economies of scales around ICT Procurement and Supply Chain Management and; to standardized ICT architectures throughout **the dtic** and its eighteen (18) entity structures. The inaugural ICT Shared Services meeting was conducted on 29 July 2025. Fifteen (15) Agencies were in attendance with exception of Broad-Based Black Economic Empowerment (B-BBEE) Commission, the National Consumer Tribunal (NCT) and the Completion Tribunal (CompTrib). A draft ICT shared services Terms of Refence (TOR) is currently being reviewed towards the establishment of the necessary co-operation and governance structures to move this initiative forward.

Office accommodation (Accessibility)

An accessibility audit has been undertaken and the initiatives earmarked as agreed with the Concessionaire for the Private Public Partnership Accommodation will be implemented, the costs for such will be carried under the PPP budget allocation line.

Planned work and upgrades form part of the refurbishment programme that commenced during 2025/26 along with lifecycle upgrades as may be appropriate. The audit has considered the latest requirements, including SANS 10400-S: 2011.

Maturing Public Private Partnership Agreement (PPPA) for office accommodation at the dtic Campus

The PPPA is maturing and in 2026/27 will celebrate its 23rd anniversary paving the way for the hand-back of the campus. Preparatory work entailing condition assessments and refurbishment upgrades commenced in 2025/26 with one of the smaller office Blocks (Building B) and will continue until early 2028 concluding with Building A, as the last of the seven main buildings included in the PPPA. Reaching agreement on the criteria for the hand-back inspections is another key area and in that regard the department appointed teams of consulting engineers and financial advisors to assist it in these final stages of the project to ensure value for money is achieved. A strategy for the transition into a new maintenance and services model for the campus post the exit of the current PPPA will also be developed and finalised in conjunction where necessary with the National Treasury.

Environmental considerations – dtic campus

The campus was built with energy and water efficiency in mind in 2003. Gardens are watered with bore-hole water. The heating, ventilation air-conditioning (HVAC) system uses a hybrid evaporative cooling and air-conditioning system, designed to take environmental factors into account. Installed electricity and water meters are measuring consumption to enable trend analysis. The campus refurbishment project that started in 2025/26 and will continue up to 2027/28 will also introduce new technology aligned with appropriate standards to further enhance the efficient use of utilities. Gardens are watered with ground-water.

the dtic PPPA presently provides for volume risk to be passed to the concessionaire whilst rate (read price escalation) risk is accepted by the department.

Programme contribution towards 10 Outputs Indicators

The following table sets out the Outputs and the 'Output Indicators' as well as the targets for the number of specific outputs to be produced.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Indicator number	Output	Output Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/25	2025/26	2026/27	2027/28	2028/29
Capable State & Transformation	**1**	Procurement towards women owned businesses	Percentage (%) spent on procurement towards women owned businesses	New Indicator	40% Women 30% Youth 7% PWD owned businesses	40% Women owned businesses	42 % Women	40% spent on procurement towards women owned businesses	40% spent on procurement towards women owned businesses	40% spent on procurement towards women owned businesses
	2	Procurement towards youth owned businesses	Percentage (%) spent on procurement towards youth owned businesses		Previously reported as one indicator	30% Youth owned businesses	28% Youth	30% spent on procurement towards youth owned businesses	30% spent on procurement towards youth owned businesses	30% spent on procurement towards youth owned businesses
	3	Procurement towards PWD owned businesses	Percentage (%) spent on procurement towards PWD owned businesses		Previously reported as one indicator	2% PWD owned businesses	2% PWD	3% spent on procurement towards PWD owned businesses	4% spent on procurement towards PWD owned businesses	7% spent on procurement towards PWD owned businesses
	4	B-BBEE recognition level achieved	Level of B-BBEE recognition achieved	New indicator	New indicator	New indicator	New indicator	B-BBEE Level 3 contributor status on the Specialised Scorecard	B-BBEE Level 2 contributor status on the Specialised Scorecard	B-BBEE Level 1 contributor status on the Specialised Scorecard
	5	Clean audit outcome attained	Level of audit outcome attained	Clean audit outcome for the 2021/22 fiscal year attained	Clean audit outcome for the 2022/23 fiscal year attained	Clean audit outcome for the 2023/24 fiscal year attained	Clean audit outcome for the 2024/25 fiscal year attained	Clean audit outcome for the 2025/26 fiscal year attained	Clean audit outcome for the 2026/27 fiscal year attained	Clean audit outcome for the 2027/28 fiscal year attained
	6	Creditors' payments made within target timeframes	Percentage (%) of creditors payments made within target timeframes	New indicator	New Indicator	New indicator	New indicator	100 % creditors payments made within 30 days	100 % creditors payments made within 20 days	100 % creditors payments made within 15 days

Outcome	Indicator number	Output	Output Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/2023	2023/2024	2024/25	2025/26	2026/27	2027/28	2028/29
	7	Secured funding activated for implementation	Percentage of secured funding activated for implementation within the financial year	New indicator	New Indicator	New indicator	New indicator	60% of secured funding activated for implementation	75% of secured funding activated for implementation	100% of secured funding activated for implementation
	8	Entities achieving 80% performance	Percentage (%) of entities achieving 80% performance	New Indicator	New Indicator	New Indicator	63% of entities achieving 80%	100 % of entities achieving 80% performance	100 % of entities achieving 80% performance	100% of entities achieving 80% performance
	9	Reduction of the vacancy rate of funded posts	Percentage (%) reduction of the vacancy rate of funded posts	New indicator	New indicator	New indicator	Vacancy rate at 14.5% as at 31 March 2026	2.5% reduction of the vacancy rate to 12%	2% reduction of the vacancy rate to 10%	10% Vacancy rate
	10	Digitalisation of Incentives systems	Percentage (%) of Incentives systems digitalised	New indicator	New indicator	New indicator	New indicator	100% of Incentives systems digitalised	100% of Incentives systems digitalised	100% of Incentives systems digitalised

Output Indicators: Annual and Quarterly Targets for 2026/27

Indicator Number	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
1	Percentage (%) spent on procurement towards women owned businesses	40% spent on procurement towards women owned businesses	40% spent on procurement towards women owned businesses	40% spent on procurement towards women owned businesses	40% spent on procurement towards women owned businesses	40% spent on procurement towards women owned businesses
2	Percentage (%) spent on procurement towards youth owned businesses	30% spent on procurement towards youth owned businesses	30% spent on procurement towards youth owned businesses	30% spent on procurement towards youth owned businesses	30% spent on procurement towards youth owned businesses	30% spent on procurement towards youth owned businesses
3	Percentage (%) spent on procurement towards PWD owned businesses	3% spent on procurement towards PWD owned businesses	3% spent on procurement towards PWD owned businesses	3% spent on procurement towards PWD owned businesses	3% spent on procurement towards PWD owned businesses	3% spent on procurement towards PWD owned businesses
4	Level of B-BBEE recognition achieved	B-BBEE Level 3 contributor status on the Specialised Scorecard	B-BBEE verification certificate for 2025-26 financial year issued by an accredited agency	50% implementation of the improvement action plan	80% implementation of the improvement action plan	100% implementation of the improvement action plan
5	Level of audit outcome attained	Clean audit outcome for the 2025/26 fiscal year attained	0	Clean audit outcome for the 2025/26 fiscal year attained	0	0
6	Percentage (%) of creditors payments processed within 30 days	100 % creditors payments made within 30 days	100% creditors payments made within 30 days	100% creditors payments made within 30 days	100 % creditors payments made within 30 days	100% creditors payments made within 30 days
7	Percentage of secured funding activated for implementation within the financial year	60% of secured funding activated for implementation	10% of secured funding activated for implementation	25% of secured funding activated for implementation	45% of secured funding activated for implementation	60% of secured funding activated for implementation
8	Percentage (%) of entities achieving 80% performance	100% of entities achieving 80% performance	100% of entities achieving 80% performance	100% of entities achieving 80% performance	100% of entities achieving 80% performance	100% of entities achieving 80% performance
9	Percentage (%) reduction of the vacancy rate of funded posts	2.5% reduction of the vacancy rate	0.5% (reduce to 14%) reduction of the vacancy rate	1% (reduce to 13%) reduction of the vacancy rate	0.5% (reduce to 12.5%) reduction of the vacancy rate	0.5% (reduce to 12%) reduction of the vacancy rate
10	Percentage (%) of Incentives systems digitalised	100%	25%	25%	25%	25%

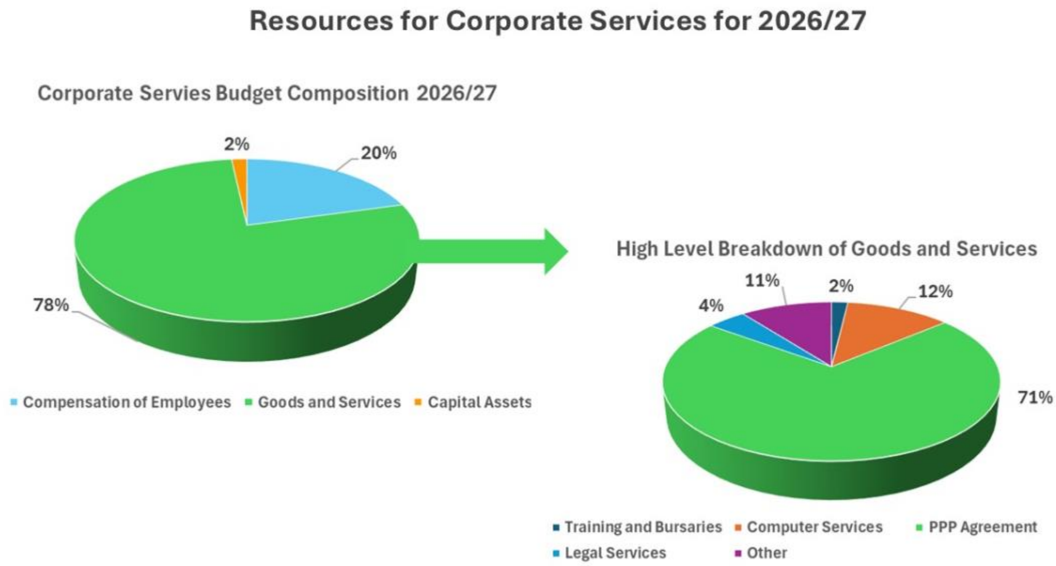
Explanation of planned performance over the medium-term period

To enhance the delivery of the core outputs, Programme 1 will provide agile and credible support services through the following activities:

- Re-assignment of human resources and provision of specialists for identified core outputs.
- Provide a re-aligned macro organisational structure and skills audit.
- Re-prioritisation of the funding through shifting and virements of the budget to the core programmes.
- Automation of manual customer-facing systems and provision of a responsive and reliable internet capability.
- Prioritise the drafting of contracts, legal opinions, litigation and legislation relating to core outputs.
- Prioritise accommodation needs of core outputs.
- Re-alignment of the procurement practices in order to meet the targets of procurement awarded to women-, youth- and PWD-owned enterprises

Resources for Corporate Services

The budget allocation for Corporate Services for 2026/27 is R680.2 million, of which Goods and Services represents 78%. The cost of the PPP Agreement constitutes a notable 71% of the Goods and Services breakdown. This represents the cost to accommodate **the dtic** and various public entities. Details of the PPP are presented in Section 19, Public-Private Partnerships. The remaining 29% is spread between Computer Services, Legal Services, Other and Training and Bursaries.



Resources for Office accommodation (regional offices only) The Office Accommodation sub-programme pays for rent and any other costs that may be necessary per GIAMA and NDPWI for 3 regional offices as well as the utilities used by the offices.

Programme Resource Considerations

Budget Table 2: Administration expenditure trends by sub-programme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Ministry	38.7	39.3	59.0	59.8	15.7%	5.6%	56.7	58.4	60.2	0.2%	5.4%
Office of the Director-General	77.0	67.8	65.2	84.9	3.3%	8.4%	87.7	90.8	93.2	3.2%	8.4%
Corporate Management Services	522.3	592.5	580.1	701.6	10.3%	68.6%	677.4	703.8	725.7	1.1%	64.8%
Office Accommodation	2.6	2.7	2.8	3.0	5.3%	0.3%	3.0	3.1	3.2	2.2%	0.3%
Financial Management	68.8	70.7	92.0	164.2	33.6%	11.3%	161.2	167.2	172.8	1.7%	15.4%
Marketing Communication and Media Relations	50.5	43.9	49.6	55.9	3.4%	5.7%	59.4	61.9	63.6	4.4%	5.7%
Total	**759.9**	**816.9**	**848.7**	**1 069.5**	**12.1%**	**100.0%**	**1 045.3**	**1 085.2**	**1 118.6**	**1.5%**	**100.0%**
Change to 2025 Budget estimate				–			27.6	25.6	11.5		
Economic classification											
Current payments	**754.4**	**756.2**	**810.7**	**1 063.0**	**12.1%**	**96.8%**	**1 032.4**	**1 071.8**	**1 104.8**	**1.3%**	**98.8%**
Compensation of employees	305.5	296.8	300.2	318.0	1.4%	34.9%	368.5	380.0	390.2	7.0%	35.0%
Goods and services	448.9	459.3	510.5	744.9	18.4%	61.9%	663.9	691.8	714.7	-1.4%	63.7%
of which:						–					–
Audit costs: External	*8.3*	*10.0*	*11.8*	*23.2*	*40.9%*	*1.5%*	*25.2*	*27.5*	*29.8*	*8.6%*	*2.5%*
Computer services	*20.4*	*27.1*	*22.6*	*92.7*	*65.6%*	*4.7%*	*53.6*	*59.3*	*70.1*	*-8.9%*	*5.6%*
Consultants: Business and advisory services	*8.3*	*8.3*	*5.9*	*33.1*	*58.8%*	*1.6%*	*35.7*	*39.3*	*28.5*	*-4.9%*	*3.2%*
Legal services	*32.6*	*5.1*	*14.5*	*11.6*	*-29.2%*	*1.8%*	*22.4*	*26.4*	*27.2*	*32.9%*	*2.3%*
Contractors	*5.9*	*7.8*	*14.1*	*15.9*	*39.0%*	*1.3%*	*39.7*	*32.1*	*34.2*	*29.1%*	*3.3%*
Operating leases	*319.7*	*346.1*	*378.0*	*443.2*	*11.5%*	*42.5%*	*406.8*	*423.1*	*438.1*	*-0.4%*	*39.0%*
Interest and rent on land	–	0.1	–	–	–	0.0%	–	–	–	–	–
Transfers and subsidies	**1.9**	**0.9**	**3.7**	**3.2**	**18.9%**	**0.3%**	**–**	**–**	**–**	**-100.0%**	**–**
Households	1.9	0.9	3.7	3.2	18.9%	0.3%	–	–	–	-100.0%	–
Payments for capital assets	**2.9**	**59.6**	**17.1**	**3.3**	**4.1%**	**2.4%**	**12.9**	**13.4**	**13.8**	**61.1%**	**1.2%**
Machinery and equipment	0.9	47.4	14.6	2.9	46.4%	1.9%	10.8	11.3	11.7	58.9%	1.0%
Software and other intangible assets	2.0	12.3	2.5	0.4	-41.7%	0.5%	2.1	2.1	2.1	75.4%	0.2%

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
Payments for financial assets	0.7	0.2	17.2	–	-100.0%	0.5%	–	–	–	–	–
Total	759.9	816.9	848.7	1 069.5	12.1%	100.0%	1 045.3	1 085.2	1 118.6	1.5%	100.0%
Proportion of total programme expenditure to vote expenditure	7.2%	7.8%	9.1%	9.6%	–	–	8.9%	10.2%	10.2%	–	–

5.2 Programme 2: Trade

a) Purpose: Build an equitable global trading system that facilitates industrial development by strengthening trade and investment links with key economies, and fostering Africa's development, including regional and continental integration and development co-operation in line with the African Union Agenda 2063.

b) Description of Sub-Programmes

(i) **African Economic Development** facilitates multilateral African trade relations aimed at deepening regional integration.

(ii) **International Trade Development** facilitates bilateral and multilateral trade relations and agreements.

c) Strategic focus for 2026/27

The Trade Programme supports and complements South Africa's industrial and broader socio-economic development objectives through targeted policies and interventions that enhance and diversify market access for South African goods and services. The programme seeks to strengthen South Africa's participation in global trade by:

- Negotiating and implementing preferential trade and investment agreements;
- Resolving non-tariff barriers affecting exports;
- Concluding bilateral and regional economic cooperation frameworks; and
- Applying trade policy instruments and trade defence measures, including the review and alignment of trade- and patent-related legislation.

South Africa's growth trajectory increasingly depends on expanding and deepening trade and investment relations with high-growth markets across Africa and the developing world, while maintaining mutually beneficial partnerships with developed economies. In this regard, the African Continental Free Trade Area (AfCFTA) remains central to South Africa's trade and industrial strategy, offering significant opportunities to expand intra-African trade in value-added goods and services.

The Trade Branch will also collaborate with the International Trade Administration Commission of South Africa (ITAC) to streamline administrative processes and enhance trade facilitation efficiency.

During the 2026/2027 financial year, the Branch will use trade policy to support export resilience and growth. The priority focus areas are set out below:

- **Implementing the AfCFTA:** Conclude outstanding tariff and rules-of-origin negotiations and accelerate implementation of the AfCFTA to expand market access, strengthen regional value chains, and position South Africa as a leading supplier of value-added goods and services within the African market.
- **Deepening Strategic Trade and Investment Partnerships through new agreements:** Diversify and secure export markets through targeted economic diplomacy with priority and emerging partners, including advancing the Agreement on Reciprocal Tariffs with the United

States of America, progressing the Economic Partnership for Shared Development with China, and concluding a Preferential Trade Agreement with India. Finalise modern Investment Framework Agreements with priority partners to enhance investment certainty and support outward and inward investment flows.

- **Enhancing Market Access under Existing Partnerships:** Leverage existing Economic Partnerships Agreements (EPAs) with the European Union (EU) and the United Kingdom (UK) under their respective Economic Partnership Agreements (EPAs) and the European Free Trade Association (EFTA) under the Free Trade Agreement (FTA) to secure expanded tariff-rate quotas, address non-tariff barriers, and improve market access for goods and services.
- **Strengthening Regional Value Chains in Priority Sectors:** Promote the development of regional value chains in priority industrial sectors (e.g. automotive, pharmaceuticals, agriculture and agro-processing, minerals beneficiation, and mining equipment) to enhance export competitiveness and regional industrial integration.

Programme contribution towards 16 Output Indicators

The following table sets out more precisely the 'Outputs' and the 'Output Indicators' as well as the targets for the number of specific outputs to be produced.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Indicator numbers	Output	Output Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/2029
Regional integration Export expansion of value-added goods African industrialisation	**11**	AfCFTA implemented and exports to the rest of the Continent increased	Number of non-SADC countries that have started trading under the AfCFTA *MTDP target*	New indicator	New indicator	11	14	25 non-SADC countries that have started trading under the AfCFTA	30 non-SADC countries that have started trading under the AfCFTA	35 non-SADC countries that have started trading under the AfCFTA
	12		Percentage (%) of SACU tariff lines covered by preferential market access for AfCFTA implementing countries, subject to reciprocity	New indicator	New indicator	New indicator	90% of SACU tariff lines covered by preferential market access for AfCFTA implementing countries, subject to reciprocity	Additional 10% SACU tariff lines covered by preferential market access for AfCFTA implementing countries, subject to reciprocity	97% of SACU tariff lines covered by preferential market access for AfCFTA implementing countries, subject to reciprocity	97% of SACU tariff lines covered by preferential market access for AfCFTA implementing countries, subject to reciprocity
	13		Number of AfCFTA Protocols ratified *MTDP target*	New indicator	New indicator	New indicator	2 Protocols submitted for ratification	Ratify 1 AfCFTA Protocol	Ratify 1 AfCFTA Protocol	Ratify 2 AfCFTA Protocols
Export diversification FDI attraction Industrial value chains	**14**	Trade and investment cooperation frameworks implemented with priority trading partners to increase exports, attract investment, promote industrial cooperation and technology transfer, including	Number of economic interest strategies for key trading partners or regions finalised *MTDP target*	New indicator	New indicator	5	6	Finalise 5 economic interest strategies for key trading partners or regions	Finalise 5 economic interest strategies for key trading partners or regions	Finalise 5 economic interest strategies for key trading partners or regions
	15		Number of economic interest strategies for key trading partners or regions implemented over the MTDP	New indicator	New indicator	New indicator	New indicator	Implement 11 economic interest strategies for key trading partners or regions	Implement 16 economic interest strategies for key trading partners or regions	Implement 21 economic interest strategies for key trading partners or regions

Outcome	Indicator numbers	Output	Output Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/2029
	16	addressing emerging challenges	Number of trade barriers resolved on priority products per trade agreement	New indicator	New indicator	New indicator	New indicator	Resolve 10 trade barriers on priority products per trade agreement	Resolve 10 trade barriers on priority products per trade agreement	Resolve 10 trade barriers on priority products per trade agreement
	17		Number of Investment Framework Agreements signed with priority trading partners to improve the business climate to attract investment	New Indicator	New Indicator	New Indicator	New indicator	Sign 5 Investment Framework Agreements with priority trading partners	Sign 4 Investment Framework Agreements with priority trading partners	Sign 4 Investment Framework Agreements with priority trading partners
Export growth Retention of jobs in key sectors (agro-processing, autos, wine)	**18**	Improved Market Access Under Existing Trade Agreements and New Trade Agreements for high-value agro and industrial products	Number of market access issues agreed under the existing **SACUM-UK EPA**	New indicator	New indicator	New indicator	3 market access issues	4 market access issues agreed under the existing SACUM-UK EPA	N/A	N/A
	19		Number of market access issues agreed under the existing **SADC-EU EPA**	New indicator	New indicator	New indicator	3 market access issues	3 market access issues agreed under the existing SADC-EU EPA	N/A	N/A
	20		Cumulation agreement implemented with the EU to increase market access for hybrids and EVs	New indicator	New indicator	New indicator	New indicator	Implement cumulation agreed with the EU to increase market access for hybrids and EVs	N/A	N/A

Outcome	Indicator numbers	Output	Output Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/2029
	21		Early Harvest Agreement under the CAEPA with **China** signed to expand market access for SA goods with trade barriers resolved for a number of priority products[1]	New indicator	New indicator	New indicator	New indicator	Sign the Early Harvest Agreement under the CAEPA with China	N/A	N/A
	22		Number of trade barriers resolved for priority products under the CAEPA with China	New indicator	New indicator	New indicator	New indicator	Resolve 10 trade barriers for priority products under the CAEPA with China	Resolve 10 trade barriers for priority products under the CAEPA with China	Resolve 10 trade barriers for priority products under the CAEPA with China
	23		Trade Agreement with the **USA** signed to preserve predictable market access for SA goods	New indicator	New indicator	New indicator	New indicator	Sign Trade Agreement with the USA to preserve predictable market access for SA goods	N/A	N/A
	24		Preferential Trade Agreement with **India** signed to expand market access for SA goods	New indicator	New indicator	New indicator	New indicator	Sign Preferential Trade Agreement with India to expand market access for SA goods	N/A	N/A
Manufacturing depth Regional industrial leadership	**25**	Regional Value Chains in Priority Industrial Sectors implemented	Regional value chain frameworks for the automotive sector approved by SACU Council	New indicator	New indicator	New indicator	New indicator	Approve regional value chain framework for automotive sector	N/A	N/A

[1] *Products to be prioritised for unilateral preferential market access under CAEPA to be identified by Exports Branch*

Outcome	Indicator numbers	Output	Output Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/2029
Export competitiveness	**26**		SACU-Egypt-Algeria Automotive Industrial Partnership Agreement signed to promote complementary trade	New indicator	New indicator	New indicator	New indicator	Sign SACU-Egypt-Algeria Automotive Industrial Partnership Agreement[2]	N/A	N/A

[2] to promote complementary trade as guided by Sectors Branch

Output Indicators: Annual and Quarterly Targets for 2026/27

Indicator Number	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
11	Number of non-SADC countries that have started trading under the AfCFTA	25 non-SADC countries trading under the AfCFTA	0	Report on the number of non-SADC countries that have gazetted their tariff schedules and included in Schedule 1 of the Customs & Excise Act for preferential trade with South Africa	0	Report on the number of non-SADC countries that have gazetted their tariff schedules and included in Schedule 1 of the Customs & Excise Act for preferential trade with South Africa
12	Percentage (%) of SACU tariff lines covered by preferential market access for AfCFTA implementing countries, subject to reciprocity	Additional 10% SACU tariff lines covered by preferential market access for AfCFTA implementing countries, subject to reciprocity	0	Report on the finalisation of the SACU 10% tariff offer (7% sensitive and 3% excluded)	0	SACU 10% tariff offer (7% sensitive and 3% excluded) approved
13	Number of AfCFTA Protocols ratified	Ratify 1 AfCFTA Protocol	0	Report on progress towards ratification of the Protocol on Digital Trade	0	Protocol on Digital Trade submitted for ratification
14	Number of economic interest strategies for key trading partners or regions finalised	Finalise 5 Economic Interest Strategies for key trading partners or regions	1 Economic Interest Strategy for key trading partners or regions finalised	2 Economic Interest Strategies for key trading partners or regions finalised	2 Economic Interest Strategies for key trading partners or regions finalised	0
15	Number of economic interest strategies for key trading partners or regions implemented over the MTDP	Implement 11 economic interest strategies for key trading partners of regions	0	0	0	Consolidated review report on all 11 economic interest strategies implemented
16	Number of trade barriers resolved on priority products per trade agreement in order to increase the utilisation rate of trade existing agreements	Resolve 10 trade barriers on priority products per trade agreement	0	Progress report on trade barriers resolved for priority products per trade agreement	0	Report on 10 trade barriers resolved for priority products per trade agreement
17	Number of Investment Framework Agreements with priority trading partners signed to improve the	Sign 5 Investment Framework Agreements with priority trading partners	0	Conclude the investment framework negotiations with Brazil	Conclude the Investment framework negotiations with Switzerland	Conclude the investment framework negotiations with Canada Conclude the investment framework negotiations with the UAE.

Indicator Number	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
	business climate to attract investment					Conclude the upgrading of the Investment Framework negotiations with South Korea. Report on the 5 investment framework agreements signed with priority trading partners
18	Number of market access issues agreed under the existing **SACUM-UK EPA**	Agree on 4 market access issues under the existing SACUM-UK EPA	Report on progress on negotiations on the 4 issues - increased market access for wine, sugar and canned fruit by increasing the volume of the Tariff Rate Quotas, - the implementation of the amendments to wine split - derogation/cumulation for batteries on hybrids and EVs - protection if additional GIs	Agreement reached on 3 issues -increased market access for wine, sugar and canned fruit by increasing the volume of the Tariff Rate Quotas under the SACUM-UK EPA, - the amendments to wine split to 50%/50% - on derogation/cumulation for batteries for hybrids and EVs.	0	Agreement reached on 1 issue -protection of additional GIs for South Africa under the SACUM-UK EPA.
19	Number of market access issues agreed under the existing **SADC-EU EPA**	Agree on 3 market access issues under the existing SADC-EU EPA	0	Agreement reached on two issues - increased Tariff Rate Quota volumes for wine, sugar and canned fruit, - implementation of the amendments to wine split.to 50%/50%	0	Agreement reached on 1 issue -protection of additional GIs for South Africa under the SADC-EU EPA
20	Cumulation with the EU implemented to increase market access for hybrids and EVs	Implement cumulation agreed with the EU to increase market access for hybrids and EVs	0	Report on the implementation of the cumulation of hybrids and EVs agreed with the EU	0	Report on the implementation of the cumulation of hybrids and EVs agreed with the EU

Indicator Number	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
21	Early Harvest Agreement under the CAEPA with **China** signed to expand market access for SA goods with trade barriers resolved for a number of priority products	Sign the Early Harvest Agreement under the CAEPA with China	0	0	Early Harvest Agreement under the CAEPA with China signed	0
22	Number of trade barriers resolved for priority products under the CAEPA with China	Resolve 10 trade barriers for priority products under the CAEPA with China	0	Report on progress made towards resolution of trade barriers for priority products under the CAEPA with China	0	Report on 10 trade barriers resolved for priority products under the CAEPA with China
23	Trade Agreement signed with the **USA** to preserve predictable market access for SA goods	Sign a Trade Agreement with the USA to preserve predictable market access for SA goods	Exchange of texts with the US	Negotiation of texts with the US	Conclusion of the negotiation with the US	Sign trade agreement with the USA
24	Preferential Trade Agreement with **India** signed to expand market access for SA goods concluded	Sign a Preferential Trade Agreement with **India** to expand market access for SA goods	Finalise ToR between India and SACU. Exchange of request lists between SACU and India	Report on the negotiation of the texts and tariff offers of the PTA between SACU and India	Report on the negotiation of the texts and tariff offers of the PTA between SACU and India	Finalise the Preferential Trade Agreement between SACU and India and sign the Agreement
25	Regional value chain frameworks for the automotive sector approved by SACU Council	Approve a regional value chain framework for automotive sector	0	Mapping of value chain opportunities in consultation with domestic autos industry	0	Regional value chain framework on autos approved by SACU Council
26	SACU-Egypt-Algeria Automotive Industrial Partnership Agreement signed to promote complementary trade	Sign a SACU-Egypt-Algeria Automotive Industrial Partnership Agreement[3]	Draft concept note on SACU Auto Pacts with Egypt and Algeria SACU engagements with Egypt and Algeria to get their buy in on the proposed Auto Pacts.	Draft SA Bilateral MOU with Egypt Continuation of the Engagements with Egypt and with Algeria Auto Pact Framework jointly developed with Egypt and with Algeria	Finalise SA Bilateral MoU with Egypt Finalised SACU Negotiations of the Automotive Industrial Partnership Agreement or Auto Pacts with Egypt and with Algeria	Sign SACU Auto Pacts with Egypt and with Algeria

[3] to promote complementary trade as guided by Sectors Branch

Explanation of planned performance over the medium-term period

Over the medium term, the Trade Branch will continue to advance South Africa's trade policy objectives aimed at promoting inclusive and sustainable economic growth through expanded market access, strengthened international trade relations, and the development of balanced trade rules supportive of national industrialisation priorities.

The Branch will prioritise the further operationalisation and implementation of the African Continental Free Trade Area (AfCFTA). This will include advancing negotiations on outstanding protocols, strengthening implementation mechanisms, and supporting South African businesses to take advantage of emerging market opportunities across the continent. The objective is to deepen regional economic integration and promote intra-African trade and investment flows.

In addition, the Branch will continue to lead and coordinate South Africa's bilateral, regional, and multilateral trade engagements. Over the period, focus will be placed on consolidating and expanding trade and investment relations with key developed partners while intensifying efforts to diversify markets, particularly in emerging and developing economies. Strategic market access initiatives will be pursued to unlock new export destinations for South African goods and services.

The implementation and monitoring of existing trade and investment agreements will remain a central focus. This includes commitments arising from South Africa's participation in the World Trade Organization (WTO), as well as preferential trade arrangements with SACU, SADC, the EU, UK, EFTA, and MERCOSUR. Through active participation in multilateral platforms such as the G20, BRICS+, and the WTO, the Branch will continue to contribute to shaping global trade and investment rules that support equitable and development-oriented outcomes, while safeguarding South Africa's policy space to advance industrialisation and economic transformation objectives.

Furthermore, the Branch will maintain oversight and implementation of South Africa's policy on Non-Proliferation and Arms Control, ensuring compliance with the Non-Proliferation of Weapons of Mass Destruction Act and associated regulations. This will help sustain an effective and credible export control system that upholds South Africa's international commitments and strengthens national security through responsible trade in strategic goods and technologies.

Programme Resource Considerations

Budget Table 3: Trade expenditure trends by sub-programme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
International Trade Development	208.9	237.0	220.2	291.3	11.7%	93.2%	246.7	257.2	265.2	-3.1%	92.8%
African Multilateral Economic Development	13.8	15.1	16.9	24.4	20.9%	6.8%	19.7	19.7	20.1	-6.2%	7.2%
Total	**222.7**	**252.0**	**237.1**	**315.7**	**12.3%**	**100.0%**	**266.4**	**276.9**	**285.3**	**-3.3%**	**100.0%**
Change to 2025 Budget estimate				–			(0.9)	(2.3)	(6.4)		
Economic classification											
Current payments	**88.6**	**103.2**	**95.4**	**134.2**	**14.8%**	**41.0%**	**107.6**	**111.7**	**115.0**	**-5.0%**	**40.3%**
Compensation of employees	80.4	80.3	81.6	94.4	5.5%	32.8%	98.4	102.2	105.2	3.7%	36.9%
Goods and services	8.2	22.9	13.8	39.8	69.3%	8.2%	9.1	9.5	9.8	-37.3%	3.4%
of which:						–					–
Communication	*0.7*	*0.7*	*0.8*	*0.4*	*-15.1%*	*0.2%*	*0.6*	*0.6*	*0.6*	*11.4%*	*0.2%*
Computer services	*0.2*	*0.2*	*0.1*	*0.3*	*11.3%*	*0.1%*	*0.3*	*0.3*	*0.3*	*3.7%*	*0.1%*
Legal services	–	*0.5*	–	–	–	*0.0%*	*1.7*	*1.7*	*1.8*	–	*0.6%*
Contractors	*0.2*	*8.2*	*1.0*	*4.3*	*181.3%*	*1.3%*	*0.6*	*0.6*	*0.6*	*-47.6%*	*0.2%*
Travel and subsistence	*6.3*	*11.4*	*10.9*	*11.2*	*21.0%*	*3.9%*	*3.2*	*3.3*	*3.4*	*-32.5%*	*1.2%*
Venues and facilities	*0.3*	*1.1*	*0.2*	*22.6*	*330.0%*	*2.4%*	*1.7*	*1.8*	*1.9*	*-56.5%*	*0.7%*
Transfers and subsidies	**134.1**	**148.8**	**141.6**	**180.5**	**10.4%**	**58.9%**	**157.8**	**164.1**	**169.2**	**-2.1%**	**59.3%**
Departmental agencies and accounts	110.0	120.4	114.8	148.3	10.5%	48.0%	124.3	129.3	133.3	-3.5%	46.7%
Foreign governments and international organisations	18.7	22.5	21.8	26.2	11.9%	8.7%	27.2	28.3	29.2	3.7%	10.2%
Public corporations and private enterprises	4.9	5.4	5.0	6.1	7.4%	2.1%	6.3	6.6	6.8	3.7%	2.4%
Households	0.5	0.5	0.0	–	-100.0%	0.1%	–	–	–	–	–
Payments for capital assets	**–**	**–**	**–**	**1.0**	**–**	**0.1%**	**1.0**	**1.1**	**1.1**	**3.7%**	**0.4%**
Machinery and equipment	–	–	–	1.0	–	0.1%	1.0	1.1	1.1	3.7%	0.4%
Total	**222.7**	**252.0**	**237.1**	**315.7**	**12.3%**	**100.0%**	**266.4**	**276.9**	**285.3**	**-3.3%**	**100.0%**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
Proportion of total programme expenditure to vote expenditure	**2.1%**	**2.4%**	**2.6%**	**2.8%**	**–**	**–**	**2.3%**	**2.6%**	**2.6%**	**–**	**–**

5.3 Programme 3: Investment and Spatial Industrial Development

a) Purpose: Support foreign direct investment flows and promote domestic investment by providing a one-stop shop for investment promotion, investor facilitation and aftercare support for investors as well as increasing participation in industrialisation.

b) Description of Sub-Programmes

(i) **Investment Promotion** facilitates an increase in the quality and quantity of foreign direct investment, and domestic and outward investment, by providing investment attraction, targeted lead generation and recruitment support.

(ii) **Investment and Inter-Departmental Clearing House** promotes and facilitates investment and provides support services to the investment and interdepartmental clearinghouse. This sub-programme also provides a specialist advisory service, fast tracks and unblocks processes, and reduces bureaucratic red tape for investors.

(iii) **Investor Support & Aftercare** provides specialist advisory services through research, information marketing, aftercare and policy advocacy to facilitate new investment, and retain and expand existing investment.

(iv) **Spatial Industrial Development** promotes industrial development in targeted regions through policies, strategies and programmes such as Special Economic Zones and Industrial Parks, and Township economic initiatives, amongst others.

c) Strategic focus for 2026/27

During the financial year 2026/27, the Branch is prioritising the development of Special Economic Zones (SEZ) to catalyse key priority sectors focusing on mineral beneficiation, renewable energy, and battery storage, and the diversification of the automotive sector value chain from traditional combustion engine (ICE) vehicle supply to an electric vehicle (EV) vehicle component supply chain. The SEZ programme also seeks developing Strategic Trade and Logistical hubs to support Corridor development into the continent.

The work will be guided by the new Spatial Industrial Development Strategy, which aims to address deindustrialization, Spatial/Wealth/Income Inequalities and skilling & training the unemployed youth & women in line with industry requirements.

Programme contribution towards 7 Output Indicators

The following table sets out the 'Outputs' and the 'Output Indicators' as well as the target for the number of specific outputs to be products.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Indicator numbers	Output	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Industrialisation	**27**	Rand value of verified investments attracted in the economy	Rand value of verified investments attracted in the economy	New Indicator	R150bn	R330bn	R450bn	R750bn Rand value of verified investments attracted in the economy	R 850 bn Rand value of verified investments attracted in the economy	R950bn Rand value of verified investments attracted in the economy
	28	Special Economic Zones designated to catalyse industrialisation, focusing on the New Industrial Policy Sectors	Number of Special Economic Zones designated to catalyse industrialization, focusing on the New Industrial Policy Sectors	New indicator	New indicator	New Indicator	1	1 SEZ designated to catalyse industrialization, focusing on the New Industrial Policy Sectors	1 SEZ designated to catalyse industrialization, focusing on the New Industrial Policy Sectors	1 SEZ designated to catalyse industrialization, focusing on the New Industrial Policy Sectors
	29	Special Economic Zones operationalised	Number of Special Economic Zones operationalised	New	New	New	New	10 of 12 Special Economic Zones operationalised	12 of 13 Special Economic Zones operationalized	14 of 14 Special Economic Zones operationalised
	30	Strategic land parcels secured for trade logistics hub	Number of strategic land parcels secured for trade logistics hub	New Indicator	New Indicator	New Indicator	New Indicator	1 Strategic land parcels secured for trade logistics hub	2 Strategic land parcels secured for trade logistics hub	0 Strategic land parcels secured for trade logistics hub
	31	Learners trained in various industry-related skills within industrial zones	Number of learners trained in various industry-related skills within industrial zones	New Indicator	New Indicator	New Indicator	New Indicator	300 learners trained in various industry-related skills within industrial Zones	500 learners trained in various industry-related skills within industrial Zones	700 learners trained in various industry-related skills within industrial Zones

Outcome	Indicator numbers	Output	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	32	Industrial parks revitalised into competitive infrastructure platforms to support sector diversification in marginalised areas	Number of industrial parks revitalised into competitive infrastructure platforms to support sector diversification in marginalised areas	New Indicator	New	New indicator	10 IPs	15 Industrial parks revitalised into competitive infrastructure platforms to support sector diversification in marginalised areas	15 Industrial parks revitalised into competitive infrastructure platforms to support sector diversification in marginalised areas	15 Industrial parks revitalised into competitive infrastructure platforms to support sector diversification in marginalised areas
	33	Jobs to be created through industrial development	Number of jobs to be created through industrial development	New Indicator	New Indicator	New Indicator	800	6 000 Jobs to be created through industrial development	8 500 Jobs to be created through industrial development	11 000 Jobs to be created through industrial development

Output Indicators: Annual and Quarterly Targets for 2026/27

Indicator Number	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
27	Rand value of verified investments attracted in the economy	R750bn Rand value of verified investments attracted in the economy	150bn Rand value of verified investments attracted in the economy	R200bn Rand value of verified investments attracted in the economy	R200bn Rand value of verified investments attracted in the economy	R200bn Rand value of verified investments attracted in the economy
28	Number of Special Economic Zones designated to catalyse industrialization, focusing on the New Industrial Policy Sectors	1 SEZ designated to catalyse industrialization, focusing on the New Industrial Policy Sectors	0	0	0	1 SEZ designated to catalyse industrialization, focusing on the New Industrial Policy Sectors
29	Number of Special Economic Zones operationalised	10 of 12 Special Economic Zones operationalised	0	0	0	10 of 12 Special Economic Zones operationalised
30	Number of strategic land parcels secured for trade logistics hub	1 Strategic land parcels secured for trade logistics hub	0	0	0	1 Strategic land parcels secured for trade logistics hub
31	Number of learners trained in various industry-related skills within industrial zones	300 learners trained in various industry-related skills within industrial Zones	0	75 learners trained in various industry-related skills within industrial Zones	100 learners trained in various industry-related skills within industrial Zones	125 learners trained in various industry-related skills within industrial Zones
32	Number of industrial parks revitalised into competitive infrastructure platforms to support sector diversification in marginalised areas	15 Industrial parks revitalised into competitive infrastructure platforms to support sector diversification in marginalised areas	4 Industrial parks revitalised into competitive infrastructure platforms to support sector diversification in marginalised areas	6 Industrial parks revitalised into competitive infrastructure platforms to support sector diversification in marginalised areas	3 Industrial parks revitalised into competitive infrastructure platforms to support sector diversification in marginalised areas	2 Industrial parks revitalised into competitive infrastructure platforms to support sector diversification in marginalised areas
33	Number of jobs to be created through industrial development	6 000 Jobs to be created through industrial development	1250 Jobs to be created through industrial development	1750 Jobs to be created through industrial development	1250 Jobs to be created through industrial development	1750 Jobs to be created through industrial development

Explanation of planned performance over the medium-term period

SEZs - Over the medium term, one new SEZ to be designated per annum. The application for designation will be evaluated by the technical committee of the SEZ Advisory Board, and thereafter submitted to the Minister for his consideration, and to the Minister of Finance for concurrence.

One cross border SEZ to be established between a domestic SEZ and international SEZ to facilitate the integration of value chains. This will be done through collaborative partnerships agreements between individual SEZs or country-to-country agreements.

One strategic trade-led corridors established to enhance logistical efficiencies for value-added goods. The SEZs will be developed as catalytic projects to developed rail or road linked corridors to enhance trade between cities inside the country as well as trade between South Africa and other countries. This work will include coordination with relevant institutions.

One application for expansion of the existing SEZs land sizes to create more space for targeted investment. This application follows the same processes as those of an application for designation. The applications will be assessed by the technical team or the SEZ Advisory Board before being submitted to the Minister for consideration.

Applications for the designation and expansion of SEZs are evaluated based on the objectives of the SEZ programme as aligned with the National Development Plan, the New Growth Path and regional industrial development strategies. The primary objectives of the SEZ programme are to facilitate the creation of an industrial complex for targeted industries in the manufacturing and tradable services sectors, promote beneficiation and value addition to mineral and other natural resources, develop industrial infrastructure, attract strategic foreign and domestic investments, accelerate exports and promote job creation.

Cross border SEZs and linked trade corridors will be implemented in line with the SEZ Act No. 16 of 2014 which promotes regional development as one of the purposes of establishing SEZs.

Investment Mobilisation: Achieve R3 trillion in investment, prioritising projects in critical minerals, green hydrogen, energy, commercialisation projects, industrial parks and SEZs. Focussed investment promotion drive, including State and Ministerial Visits to attract investment and the hosting of the South Africa investment Conference as part of the investment mobilisation drive.
Job Creation: Facilitate job creation through investments in SEZs, industrial parks, green hydrogen, and energy sectors.

Infrastructure Development: Support the development of energy and industrial infrastructure projects, including SEZs and industrial parks, to foster regional development and investment.

Programme Resource Considerations

Budget Table 4: Investment and Spatial Industrial Development expenditure trends by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Investment Promotion	49.0	44.8	49.2	48.8	-0.2%	32.1%	46.5	48.6	50.3	1.0%	24.5%
Investment and Interdepartmental Clearing House	6.5	6.6	14.5	15.8	34.5%	7.3%	20.1	21.0	21.6	10.9%	10.6%
Investor Support and Aftercare	0.7	0.6	2.9	2.1	42.1%	1.1%	1.6	1.7	1.7	-6.3%	0.9%
Spatial Industrial Development	95.8	86.6	80.5	92.7	-1.1%	59.5%	121.6	126.9	130.8	12.2%	64.0%
Total	**152.1**	**138.6**	**147.1**	**159.4**	**1.6%**	**100.0%**	**189.9**	**198.1**	**204.5**	**8.7%**	**100.0%**
Change to 2025 Budget estimate				–			(0.5)	(1.3)	(3.9)		
Economic classification											
Current payments	**103.1**	**103.2**	**107.9**	**131.2**	**8.4%**	**74.6%**	**116.3**	**121.6**	**125.5**	**-1.5%**	**61.3%**
Compensation of employees	82.5	85.0	87.4	87.5	2.0%	57.3%	92.3	96.7	99.8	4.5%	48.7%
Goods and services	20.6	18.2	20.5	43.8	28.5%	17.3%	23.9	24.9	25.7	-16.3%	12.6%
of which:						–					–
Catering: Departmental activities	*0.1*	*0.0*	*0.0*	*0.4*	*77.8%*	*0.1%*	*0.5*	*0.5*	*0.6*	*14.0%*	*0.3%*
Consultants: Business and advisory services	*1.7*	*1.7*	–	*3.6*	*27.5%*	*1.2%*	*2.0*	*2.1*	*2.1*	*-16.1%*	*1.0%*
Agency and support/outsourced services	*10.6*	*10.3*	*10.0*	*10.4*	*-0.6%*	*6.9%*	*10.7*	*11.1*	*11.4*	*3.3%*	*5.6%*
Operating leases	–	–	–	*0.1*	–	*0.0%*	*0.5*	*0.5*	*0.5*	*87.0%*	*0.3%*
Travel and subsistence	*5.1*	*4.1*	*6.8*	*11.6*	*31.7%*	*4.6%*	*6.1*	*6.4*	*6.7*	*-16.9%*	*3.2%*
Venues and facilities	*2.2*	*0.8*	*2.4*	*3.7*	*19.4%*	*1.5%*	*2.2*	*2.2*	*2.3*	*-15.4%*	*1.1%*
Transfers and subsidies	**49.0**	**35.4**	**39.2**	**27.6**	**-17.4%**	**25.3%**	**73.0**	**75.9**	**78.3**	**41.6%**	**38.4%**
Public corporations and private enterprises	48.1	34.8	38.7	27.6	-16.9%	25.0%	73.0	75.9	78.3	41.6%	38.4%
Households	0.9	0.6	0.5	–	-100.0%	0.3%	–	–	–	–	–
Payments for capital assets	**–**	**–**	**–**	**0.6**	**–**	**0.1%**	**0.6**	**0.7**	**0.7**	**3.7%**	**0.3%**
Machinery and equipment	–	–	–	0.6	–	0.1%	0.6	0.7	0.7	3.7%	0.3%
Total	**152.1**	**138.6**	**147.1**	**159.4**	**1.6%**	**100.0%**	**189.9**	**198.1**	**204.5**	**8.7%**	**100.0%**
Proportion of total programme expenditure to vote expenditure	**1.4%**	**1.3%**	**1.6%**	**1.4%**	**–**	**–**	**1.6%**	**1.9%**	**1.9%**	**–**	**–**

5.4 Programme 4: Sectors

a. **Purpose:** Design and implement policies, strategies and programmes to strengthen the ability of manufacturing and other sectors of the economy, to create decent jobs, promote inclusion and increase value addition and competitiveness, in both domestic and export markets.

b. Description of Sub-Programmes

i. **Industrial Competitiveness** designs and implement policies, strategies and programmes to strengthen the ability of manufacturing and other sectors of the economy, to create decent jobs and increase value-addition and competitiveness in both domestic and export markets.

It is responsible for technical infrastructure through the National Metrology Institute of South Africa (NMISA), the National Regulator for Compulsory Specifications (NRCS), the South African Bureau of Standards (SABS) and the South African National Accreditation System (SANAS). To support this work, R2.23bn will be transferred to technical institutions to support sectoral work on master plans, industrialisation and competitiveness- improvement projects. In addition, a further R426m will be utilised over the medium term to promote localisation, and support skill-improvement intervention through non-profit organisations.

ii. **Customised Sector Programmes** designs and implements policies, strategies and programmes to strengthen the ability of manufacturing and other sectors of the economy, to inclusively create decent jobs, promote incusing and increase value addition and competitiveness, in both domestic and export markets. It is responsible for programmes run in conjunction with the Council for Scientific and Industrial Research (CSIR) and other programmes that contribute to these objectives. Over the medium term, R1.8 billion will be transferred to the IDC for the Clothing, Textiles, Leather and Footwear sectors.

C. Strategic focus for 2026/27

The strategic focus of the Sector Programme for 2026/27 will be to intensify efforts aimed at advancing industrialisation, driving transformation, and building a capable state. A coordinated, government-wide National Industrial Policy has been identified as essential, with the branch responsible for facilitating and aligning all related interventions. This will be pursued through a whole-of-government approach to development, addressing key challenges such as high unemployment, low economic growth, and inequality. The Branch programme will be guided by the 3D economic strategy focussing on Decarbonisation and Diversification efforts.

Industrial policy plays a critical role in fostering sustainable economic growth and transformation by developing and strengthening a diversified manufacturing base, as well as promoting value addition in strategic sectors. The manufacturing sector offers significant potential for strong economic and employment multipliers, alongside increased and more diversified exports. Furthermore, industrial policy supports the absorption and diffusion of technology, while enhancing applied skills across the economy.

In efforts to diversify the productive sectors, the branch will continue implementing the approved Master Plans, including those for Automotive, Poultry, Sugar, Steel and Metal Fabrication, Clothing and Textiles, Furniture, and Medical Devices. **the dtic** will also support the development and implementation of selected Master Plans led by other government departments, such as the agro-processing component of the Agriculture and Agro-processing Masterplan (AAMP), overseen by the Department of Agriculture, Land Reform and Rural Development (DALRRD), and the South African Renewable Energy Masterplan (SAREM), led by the Department of Energy and Electricity. The Cannabis Masterplan, previously coordinated by DALRRD, is now managed by **the dtic**.

In addition to these Master Plans, the branch will prioritise the implementation of programmes and projects across a range of sectors, including but not limited to Maritime, Aerospace and Defence; Electrotechnical Industries and White Goods; Construction; and Chemicals, Cosmetics, Plastics, and Pharmaceuticals.

The economic impact of Masterplans and other sectoral programmes will be achieved predominantly through the development and implementation of sector-specific industrial financing instruments in collaboration with Industrial Financing Branch of **the dtic** and Developmental Funding Institutions and private sector commitments to investment and procurement. Additional instruments that contribute to Masterplan impact include public procurement measures; trade and standards-based measures; and regulatory unblocking.

Localisation remains a key policy lever for building South Africa’s industrial capacity for both domestic and export markets. It seeks to reposition the country within global value chains—from primarily exporting raw materials to becoming a competitive manufacturing hub. Since its adoption in 2011 (implemented from 2012 to 2022), localisation has led to the designation of 28 products and sectors for local production and content.

The enactment of the Public Procurement Act (Act No. 28 of 2024) reinforces this approach by empowering **the dtic** to designate sectors and making local content requirements mandatory in public procurement. For 2026/27, **the dtic** plans to designate 10 additional products/sectors, while reviewing previous designations and preparing for implementation through regulatory alignment and publication processes.

These designations will focus on major public procurement programmes, including rail, energy, water infrastructure, healthcare products, transversal contracts, and construction—targeting key entities such as Transnet, PRASA, Eskom, municipalities, and national departments to drive local industrial development.

A central pillar of the programme is decarbonisation, embedded within the broader drive to advance green economy manufacturing. The programme aims to reduce the carbon footprint of industry by 10% by 2029, supporting South Africa's transition from a coal-dependent economy to a more sustainable, low-carbon growth path. Decarbonisation is critical not only for mitigating climate change and protecting the environment, but also for ensuring the country remains competitive as global markets increasingly shift towards net-zero emissions and low-carbon production standards.

To support this transition, the programme will accelerate the development of green industries, including the implementation of the Green Hydrogen Commercialisation Strategy across both utility-scale and small-scale renewable energy projects. The establishment of appropriate standards will be prioritised to unlock investment, enable trade, and position South Africa as a competitive player in emerging green hydrogen markets.

In parallel, efforts will focus on the implementation of the Regional Critical Minerals (RCM) Strategy, in partnership with the Department of Minerals and Petroleum Resources. This initiative will promote value addition and strengthen the region's role in supplying inputs for clean energy technologies. Critical minerals such as platinum, cobalt, lithium, and rare earth elements are essential for sectors including renewable energy, electric vehicles, and advanced manufacturing. A coordinated regional approach will enable South Africa and its neighbours to leverage these resources to drive industrial development, support decarbonisation, create jobs, and foster new, future industries.

Technical infrastructure institutions, NMISA, SABS, NRCS, and SANAS, will play a critical role in advancing the programme's decarbonisation and green industrialisation objectives. By ensuring that industrial products comply with both national and international quality standards, these institutions strengthen the competitiveness of South African industries, particularly as global markets increasingly favour low-carbon, high-quality goods.

The Branch will prioritise stronger alignment of Technical Infrastructure functions, standards, quality assurance, accreditation, and metrology, with broader economic and environmental outcomes. This includes integrating technical infrastructure more closely into the evolving Industrial Policy, as well as aligning it with Master Plans and sector-specific initiatives focusing on decarbonisation and diversification.

A key area of focus will be the development and application of standards that support green industries, energy efficiency, and low-carbon production processes. This will enable industry to meet emerging global requirements, facilitate market access, and support South Africa's transition to a more sustainable, competitive, and decarbonised economy.

Programme contribution towards 13 Output Indicators

The table that follows sets out more precisely the 'Outputs' and the 'Output Indicators' as well as the target for the number of specific outputs to be product.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Indicator numbers	Output	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Industrialisation	**34**	Industrial Development Strategy for guiding industrialisation and localisation in South Africa	Percentage (%) increase in domestic manufacturing growth	New Indicator	New Indicator	Development of a draft National Industrial Policy	Increase of 0.4 % in domestic manufacturing growth through the implementation of the National Industrial Policy	0.6 % increase in domestic manufacturing growth through the implementation of the Industrial Development Strategy	0.7 % increase in domestic manufacturing growth through the implementation of the Industrial Development Strategy	0.8 % increase in domestic manufacturing growth through the implementation of the Industrial Development Strategy
Critical Minerals	**35**	% share of the global market for value-added minerals	Percentage increase (%) of global market for value-added minerals	New Indicator	New Indicator	New Indicator	0.9 % of global market share for processed critical minerals	1% of global market share of value added critical minerals	1.5% of global market share of value added critical minerals	2% of global market share of value added critical minerals
Localisation	**36**	Increase in the procurement value of locally manufactured goods and services	Rand value increase in the procurement value of locally manufactured goods and services	New indicator	New indicator	New indicator	R50 billion Increase in the procurement value of locally manufactured goods and services	R100 billion increase target in the procurement value of locally manufactured goods and services achieved	R120 billion increase target in the procurement value of locally manufactured goods and services achieved	R130 billion increase target in the procurement value of locally manufactured goods and services achieved
	37	% reduction in the Importation of rail transport equipment	Percentage (%) reduction in the Importation of rail transport equipment	New Indicator	New Indicator	New Indicator	0.5 % reduction in the importation of rail transport equipment.	1.5 % reduction in the importation of rail transport equipment	1.8 %reduction in the importation of rail transport equipment	2.0% reduction in the importation of rail transport equipment
	38	The development and implementation of the Hemp and Cannabis Commercialisation Policy	Increase the growth of the Cannabis Industry by 10% per annum	New indicator	New indicator	New indicator	10% increase growth of the Cannabis industry per annum	10% increase in the growth of the Cannabis industry per annum	12% increase in the growth of the Cannabis industry per annum	15% increase in the growth of the Cannabis industry per annum

Outcome	Indicator numbers	Output	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Rail Costs Reduction	**39**	Rail tariff reduction support programme for strategic sectors	Percentage (%) reduction in the cost of rail transport	New indicator	New indicator	New indicator	Development of the rail tariff reduction support programme	2% reduction in the cost of rail transport	2.5% reduction in the cost of rail transport	3% reduction in the cost of rail transport
Green manufacturing	**40**	Electric Vehicles Battery policy to increase manufacturing of the EV batteries	Development of a support framework to attract one Electric Vehicles battery assembly operation	New Indicator	New Indicator	New Indicator	New Indicator	Implementation of 2 measures to support Electric Vehicles battery production	Implementation of 3 measures to support Electric Vehicles battery production	Implementation of 4 measures to support Electric Vehicles battery production
	41	Localisation support measures for manufacturing of renewable energy components	Percentage increase in the manufacturing of the renewable energy components	New Indicator	Approved South African Renewable Energy Masterplan (SAREM)	10% increase in the manufacturing of renewable energy components	10% increase in the manufacturing of renewable energy components	10% increase in the manufacturing of renewable energy components	11% increase in the manufacturing of renewable energy components	12% increase in the manufacturing of renewable energy components
	42	Decarbonisation Strategy to inform Industrial Policy, Trade policy and Policy position on Carbon Tax	Number of measures implemented under the Decarbonisation Strategy	New Indicator	New Indicator	Draft Strategy on Decarbonisation	New Indicator	2 measures implemented under the Decarbonisation Strategy	3 measures implemented under the Decarbonisation Strategy	3 measures implemented under the Decarbonisation Strategy
Improve the performance of the steel industry	**43**	Measures to improve the performance of the green steel industry	Implementation of 3 measures in the green steel industry	New Indicator	New Indicator	New Indicator	New Indicator	Implementation of 3 measures in the green steel industry	Implementation of 4 measures in the green steel industry	Implementation of 4 measures in the green steel industry
Improve the performance of the automotive industry	**44**	Measures implemented in the automotive industry masterplan	Number of measures implemented in the automotive industry masterplan	New indicator	New indicator	New indicator	New indicator	2 measures implemented in the automotive industry masterplan	3 measures implemented in the automotive industry masterplan	4 measures implemented in the automotive industry masterplan

Outcome	Indicator numbers	Output	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
								automotive industry approved[4]		
Improve the performance of the cement industry	**45**	Development and implementation measures to improve the performance of the cement industry	Number of measures to improve the performance of the cement industry	New indicator	New indicator	New indicator	New indicator	3 measures to improve the performance of the cement industry [5]	3 measures to improve the performance of the cement industry	3 measures to improve the performance of the cement industry
Improve the performance of the sugar industry	**46**	Development and implementation measures to improve the performance of the sugar industry	Number of measures to improve the performance of the sugar industry	New indicator	New indicator	Sugar Masterplan Phase 1 implemented	Review the outcomes of the Sugar Masterplan Phase 1	3 measures to improve the performance of the sugar industry[6]	3 measures to improve the performance of the sugar industry	3 measures to improve the performance of the sugar industry

[4] 2 priority measures of the automotive industry approved[4]

i. Finalise the review of the Auto Masterplan [4]

ii. Finalise the review of the Automotive Production and Development Programme (APDP2)[4], Finalise the review of Production Rebate Certificate (PRC), develop the policy proposals for the review of the ad valorem tax for motor vehicles (the dtic/NT)

3 priority measures of the cement industry

I. [5] Designate Cement Products for Local Content in the Public Procurement System

II. Review trade measures for the growth of the South Africa's cement industry

III. Monitor the influx of cheap cement products (the dtic/ITAC/SABS/NRCS/NCC)

[6] 3 priority measures of the sugar industry

I. Implement Sugar Master Plan Phase 2

II. Develop support measures to expand the milling capacity and sugar cane production

III. Develop measures for the diversification of the sugar industry

Output Indicators: Annual and Quarterly Targets for 2026/27

Indicator Numbers	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
34	Percentage (%) increase in domestic manufacturing growth	0.6 % increase in domestic manufacturing growth through the implementation of a National Industrial Policy	Quarterly manufacturing dashboard report based on official statistics	Mid-year performance assessment based on official statistics, including overview of policy and regulatory reforms implemented and capacity utilisation	Quarterly manufacturing dashboard report based on official statistics	Annual performance assessment based on official statistics, including overview of policy and regulatory reforms implemented and capacity utilisation
35	Percentage increase (%) of global market for value-added minerals	1% of global market share of value added critical minerals	Analysis & Collation of national and global industry datasets report	Mid-year market share estimate and verification report	Consolidated domestic and international report	Final validated achievement of 1% global market share report
36	Rand value increase in the procurement value of locally manufactured goods and services	R100 billion increase target in the procurement value of locally manufactured goods and services achieved	R20 billion Increase in the procurement value of locally manufactured goods and services	R30 billion Increase in the procurement value of locally manufactured goods and services	R30 billion Increase in the procurement value of locally manufactured goods and services	R20 billion Increase in the procurement value of locally manufactured goods and services
37	Percentage (%) reduction in the Importation of rail transport equipment	1.5 % reduction in the importation of rail transport equipment	Nil	Bi-annual monitoring report towards a 1.5% reduction in the importation of rail transport equipment	Nil	Bi-annual monitoring report towards a 1.5% reduction in the importation of rail transport equipment
38	Increase the growth of the Cannabis Industry by 10% per annum	10% increase in the growth of the Cannabis industry per annum	Report on the Implementation of a Hemp and Cannabis Commercialisation targeting 2.5% increase in the annual growth rate of the Cannabis Market for Commercialisation Products	Report on the Implementation of a Hemp and Cannabis Commercialisation targeting 2.5 % increase in the annual growth rate of the Cannabis Market for Commercialisation Products	Report on the Implementation of a Hemp and Cannabis Commercialisation targeting 2.5 % increase in the annual growth rate of the Cannabis Market for Commercialisation Products	Report on the Implementation of a Hemp and Cannabis Commercialisation targeting 2.5% increase in the annual growth rate of the Cannabis Market for Commercialisation Products
39	Percentage (%) reduction in the cost of rail transport	2% reduction in the cost of rail transport	Draft Rail Tariff Reduction Support Programme completed	Approval and implementation of a rail tariff reduction support programme	Monitor and report on the implementation of the rail tariff reduction support programme	Monitor and report on the implementation of the rail tariff reduction support programme to achieve 2% reduction in the cost of rail transport

Indicator Numbers	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
40	Development of a support framework to attract one Electric Vehicle battery assembly operation	Implementation of 2 measures to support Electric Vehicle battery production	Undertake research to inform the development of a targeted support framework to increase foreign investment opportunities for local manufacturing of EV batteries Engagement with potential investors in EV Battery Assembly	Stakeholder engagement on the development of a targeted support framework Support package for Battery Assembly approved by the DG	Draft support framework to increase foreign investment opportunities for local manufacturing of EV batteries Commitment to invest by one investor in EV Battery Assembly	Approval of support framework to attract one EV battery assembly operation
41	Percentage increase in the manufacturing of the renewable energy components	10% increase in the manufacturing of renewable energy components	Approved policy recommendation to SARS on staged consignment problem for Renewable Energy	A proposed local procurement model submitted to the SAREM Executive Oversight Committee	0	A proposal submitted to National Treasury on the reactivation of the 12i tax incentive Report on outcome tracked against 10% increase target through localisation measures submitted based on SAREM
42	Number of measures implemented under the Decarbonisation Strategy	2 measures implemented under the Decarbonisation Strategy	Scope and methodology for updating the manufacturing sector decarbonisation component	Preliminary update of the manufacturing sector decarbonisation component based on available evidence and policy developments	An updated manufacturing sector decarbonisation component, prepared for internal review and consultation	Annual Environmental Implementation Plan (EIP) performance report finalised and compiled by 31 March, including an updated decarbonisation component for the manufacturing sector
43	Implementation of 3 measures in the green steel industry	Implementation of 3 measures in the green steel industry	Track measures already initiated and compiling a status quo report	Monitor the implementation of identified measures	Monitor the implementation of identified measures	A Report on measures developed and implemented to revive and grow South Africa's green steel industry

Indicator Numbers	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
44	Number of measures implemented in the automotive industry masterplan	2 measures implemented in the automotive industry masterplan automotive industry approved	Draft review of Automotive Masterplan	Finalization of the review of the Masterplan	Develop and table policy proposal for the review of the ad valorem tax for motor vehicles (**the dtic**/NT) Finalise the review of the Automotive Production and Development Programme (APDP2)	Finalise 1 OEM to manufacture in South Africa – completely knocked down kits (CKD) Finalise the review of Production Rebate Certificate (PRC). Develop support measures for the automotive component manufactures
45	Number of measures to improve the performance of the cement industry	3 measures to improve the performance of the cement industry [7]	Proposed local content thresholds developed and consulted with key stakeholders	Approval and implementation of cement designation for local content.	Stakeholder engagement on proposed cement designation. Gazette published for public comments. Review trade measures for the growth of the South Africa's cement industry	Report on the Implementation of cement designation. Monitor the influx of cheap cement products (the dtic/ITAC/SABS/NRCS/NCC)
46	Number of measures to improve the performance of the sugar industry	3 measures to improve the performance of the sugar industry[8]	Sign-off of Sugar Industry Master Plan	Sugar Industry Master Plan interventions implemented Develop support measures to expand the milling capacity and sugar cane production	Sugar Industry Master Plan interventions implemented	Sugar Industry Master Plan interventions implemented. Develop measures for the diversification of the sugar industry

[7] Designate Cement Products for Local Content in the Public Procurement System

IV. [7] Designate Cement Products for Local Content in the Public Procurement System
V. Review trade measures for the growth of the South Africa's cement industry
VI. Monitor the influx of cheap cement products (the dtic/ITAC/SABS/NRCS/NCC)

[8] 3 priority measures of the sugar industry

IV. Implement Sugar Master Plan Phase 2
V. Develop support measures to expand the milling capacity and sugar cane production
VI. Develop measures for the diversification of the sugar industry

Explanation of planned performance over the medium-term period

The strategic focus of the Sector programmes will continue to intensify efforts towards increasing industrialisation, transformation and building a capable state. A need for a government wide National Industrial Policy was identified and all interventions will be coordinated and facilitated by the branch. This will be achieved by mobilising an all government approach to development to address the high unemployment, low growth and inequality. Industrial policy delivers real economic growth and transformation through building and strengthening diversified manufacturing base, value addition in strategic sectors. Manufacturing has the potential for high economic and employment multipliers, together with diversified and higher levels of exports. Industrial policy enables technology absorption and diffusion and applied skills enhancement.

The branch will continue to implement the Master Plans that have been approved i.e Automotives, Poultry, Sugar, Steel & Metal Fabrication, Clothing & Textiles, Furniture and Medical Devices Masterplans. **the dtic** will also continue to support the development and implementation of selected Masterplans for which other government departments are responsible for such as the Agro-processing leg of the Agriculture and Agro-processing Masterplan (AAMP) led by Department of Agriculture, Land Reform and Rural Development (DALRRD) and the South African Renewable Energy Masterplan (SAREM) led by Department of Energy and Electricity. The Cannabis Masterplan which was previously led by Department of Agriculture, Land Reform and Rural Development (DALRRD) will now be coordinated and managed by **the dtic**.

In addition to the Masterplans the branch will also focus on the implementation of programmes and projects across various sectors which include but are not restricted to Maritime, Aerospace and Defence; Electro technical Industries and White Goods; Construction; Chemicals, Cosmetics, Plastics and Pharmaceuticals.

The economic impact of Masterplans will be achieved predominantly through the development and implementation of sector-specific industrial financing instruments in collaboration with Industrial Financing Branch of **the dtic** and Developmental Funding Institutions and private sector commitments to investment and procurement. Additional instruments that contribute to Masterplan impact include public procurement measures; trade and standards-based measures; and regulatory unblocking.

Localisation is building local industrial capacity for domestic and export markets. Localisation is not a turn away from engaging in global markets, but it is about changing SA's terms of the engagement to one where we are no longer mainly an exporter of raw materials but a significant player in the manufacturing value chain. Localisation has been a key component of Government's economic policy since 2011, which was implemented during the period of 2012 - 2022. This led to the subsequent designation of 28 products /sectors for local production and content.

The recently enacted Public Procurement Act (PPA), Act No. 28 of 2024 which was signed into law in July 2024, empowers the Minister of **the dtic** to designate sectors for local production and content and, makes local content a mandatory requirement again in the procurement system. For the year 2026/2027, **the dtic** intends to designate 10 products/sector in line with the conditions set under the PPA. In preparation for the commencement of the PPA, **the dtic** is currently reviewing previously designated products. Preparations are underway for the publication of designation notices in the Government Gazette and on **the dtic's** official website. National Treasury is leading the development of the PPA Regulations, with **the dtic** having submitted its inputs to the draft regulations in January 2026.

The designation will be targeting the CAPEX and OPEX programmes of the procuring entities on, amongst others:

- Rail products by Transnet and PRASA for expansion and maintenance programme;
- Electricity Generation, Transmission and Distribution by Eskom and Municipalities;
- Water infrastructure projects by the Water Boards, Municipalities and their Agencies such as Trans-Caledon Tunnel Authority (TCTA);
- Pharmaceuticals and medical devices by National and Provincial Department of Health;
- Transversal Contracts by National Treasury; and
- Construction projects by Department of Public Works, Sanral and other Agencies.

A major theme of the programme's work is to advance the new green economy manufacturing, sector particularly in relation to reducing the carbon footprint of industry by 10% by 2029. South Africa relies heavily on coal for energy, making it one of the largest carbon emitters in the world. A decarbonisation strategy would reduce carbon emissions, combat climate change and protect the environment. As the world shifts towards greener economies, South Africa risks being left behind if it continues to rely on fossil fuels.

Countries and businesses globally are moving towards net-zero carbon emissions, and South Africa needs to keep pace to remain competitive in international markets. To further the implementation of the Green Hydrogen Commercialisation Strategy to utility scale and small- scale renewable projects, the development of standards is a critical component to be able to attract investment and trade of green hydrogen.

In addition to the aforementioned, focus will move towards the approval and implementation of the Regional Critical Minerals (RCM) Strategy which will be in partnership with Department of Minerals and Petroleum to increase value addition and support transition to low carbon economy. Critical minerals such as platinum, cobalt, lithium, and rare earth elements, are essential for modern industries like electronics, renewable energy, electric vehicles (EVs), and high-tech manufacturing.

The implementation of the regional strategy will ensure that South and its neighbours can harness these resources to drive economic growth, create jobs, and develop new industries, particularly in the context of global transitions to clean energy technologies.

Technical infrastructure institutions such as NMISA, SABS, NRCS and SANAS will help ensure that industrial products meet national and international quality standards. This is crucial for enhancing the competitiveness of industries as high-quality products are more likely to succeed in both domestic and export markets. The Branch will aim to achieve greater alignment of its Technical Infrastructure (Standards, Quality Assurance, Accreditation and Metrology) institutions with the economic impact. This includes forging closer alignment between the Technical Infrastructure work through incorporation into the draft Industrial Policy and that of the Masterplans and other sector work. It also includes enhancing the role of the standards work with green industries and energy efficiency.

Industrial Competitiveness sub- Programme

Industrial Competitiveness is vital to improving expansion of the productive sectors of the economy and fostering economic growth and job creation. The means to do so include support for firm-level for competitiveness-enhancing measures; sector-level partnerships through compacts in the form of master plans and similar measures and the use of state-instruments such as procurement of locally made products.

In order to support this work, R2.3 billion will be transferred to technical institutions to support sectorial work on masterplans, industrialisation as well as competitiveness improvement projects. In addition, a further R426 million will be utilised over the medium term to promote localisation, support skill improvement intervention through non-profit organisations.

Customised Sector Programme

Customised Sector Programmes Develops and implements high-impact sector strategies focused on manufacturing and other value-adding sectors to create decent jobs and increase value addition and competitiveness in domestic and export markets as set out in the National Industrial Policy. Over the Medium term, R1.8 billion will be transferred to the IDC to support the textile sector. To date, jobs have been saved through this support and new jobs are being created.

Programme Resource Considerations

Budget Table 5: Sectors expenditure trends by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Industrial Competitiveness	932.2	864.3	920.8	944.1	0.4%	59.5%	962.0	999.7	1 028.9	2.9%	56.9%
Customised Sector Programmes	798.3	709.8	391.4	590.0	-9.6%	40.5%	723.9	757.3	782.7	9.9%	43.1%
Total	**1 730.5**	**1 574.2**	**1 312.2**	**1 534.1**	**-3.9%**	**100.0%**	**1 685.9**	**1 757.0**	**1 811.6**	**5.7%**	**100.0%**
Change to 2025 Budget estimate				–			(69.4)	(79.2)	(107.0)		
Economic classification											
Current payments	**114.9**	**114.4**	**112.6**	**141.9**	**7.3%**	**7.9%**	**145.0**	**153.5**	**157.8**	**3.6%**	**8.7%**
Compensation of employees	104.0	100.4	103.0	130.0	7.7%	7.1%	132.6	140.7	144.6	3.6%	8.0%
Goods and services	10.9	13.9	9.6	11.9	3.0%	0.8%	12.4	12.9	13.2	3.7%	0.7%
of which:						–					–
Administrative fees	*0.1*	*0.1*	*0.1*	*0.9*	*93.0%*	*0.0%*	*1.1*	*1.1*	*1.1*	*9.4%*	*0.1%*
Communication	*0.9*	*1.0*	*0.8*	*0.8*	*-4.7%*	*0.1%*	*0.9*	*0.9*	*1.0*	*7.6%*	*0.1%*
Consultants: Business and advisory services	*2.0*	–	–	–	*-100.0%*	*0.0%*	*0.5*	*0.5*	*0.6*	–	*0.0%*
Consumables: Stationery, printing and office supplies	–	*0.0*	*0.0*	*0.2*	–	*0.0%*	*0.4*	*0.4*	*0.4*	*19.2%*	*0.0%*
Travel and subsistence	*4.6*	*2.8*	*4.2*	*6.1*	*10.4%*	*0.3%*	*7.2*	*7.4*	*7.7*	*7.7%*	*0.4%*
Operating payments	*0.0*	*0.4*	*0.0*	*0.9*	*331.2%*	*0.0%*	*1.6*	*1.6*	*1.7*	*24.0%*	*0.1%*
Transfers and subsidies	**1 615.7**	**1 459.6**	**1 199.7**	**1 391.0**	**-4.9%**	**92.1%**	**1 539.6**	**1 602.1**	**1 652.4**	**5.9%**	**91.2%**
Departmental agencies and accounts	377.1	322.1	355.2	354.2	-2.1%	22.9%	353.1	365.8	375.8	2.0%	20.8%
Foreign governments and international organisations	7.1	8.6	8.3	11.7	17.7%	0.6%	12.1	12.6	13.0	3.7%	0.7%
Public corporations and private enterprises	1 072.9	984.6	676.4	856.1	-7.2%	58.4%	1 000.4	1 043.3	1 077.6	8.0%	59.4%
Non-profit institutions	158.1	144.3	159.5	169.0	2.3%	10.3%	174.0	180.4	186.0	3.2%	10.3%
Households	0.4	0.1	0.3	–	-100.0%	0.0%	–	–	–	–	–
Payments for capital assets	**–**	**–**	**–**	**1.2**	**–**	**0.0%**	**1.3**	**1.3**	**1.4**	**3.7%**	**0.1%**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
Machinery and equipment	–	–	–	1.2	–	0.0%	1.3	1.3	1.4	3.7%	0.1%
Payments for financial assets	**–**	**0.2**	**–**	**–**	**–**	**0.0%**	**–**	**–**	**–**	**–**	**–**
Total	**1 730.5**	**1 574.2**	**1 312.2**	**1 534.1**	**-3.9%**	**100.0%**	**1 685.9**	**1 757.0**	**1 811.6**	**5.7%**	**100.0%**
Proportion of total programme expenditure to vote expenditure	**16.4%**	**15.1%**	**14.1%**	**13.8%**	**–**	**–**	**14.4%**	**16.6%**	**16.6%**	**–**	**–**

5.5 Programme 5: Regulation

a) **Purpose:** Develop and implement coherent, predictable and transparent regulatory solutions that facilitate easy access to redress and efficient regulation for economic citizens.

b) **Description of Sub-Programmes**

- **Enforcement and Compliance** conducts trends analysis and socioeconomic impact assessments for policies and legislation and market surveys, implements legislation on matters pertaining to liquor, monitors and evaluates the effectiveness of regulation, and oversees the performance of the department's regulatory entities (the Companies and Intellectual Property Commission, the Companies Tribunal, the National Consumer Commission, the National Consumer Tribunal, the National Credit Regulator, the National Gambling Board, and the National Lotteries Commission).
- **Policy and Legislative Development** develops policies, laws and regulatory frameworks; and drafts legislation.
- **Regulatory Services** oversees the development of policies, laws, regulatory frameworks and the implementation of the branch mandate, and provides strategic support to branch business units, respectively, in line with legislation and applicable governance systems.

c) **Strategic focus for 2026/27**

The branch will continue its work in the areas of the Omnibus Bill; red tape reduction and finalization of policies and laws in the area of Gambling; Lotteries; Liquor; Consumer Protection; Companies; and Credit.

Programme contribution towards 7 Output Indicators

The following table sets out the 'Outputs' and the 'Output Indicators' as well as the target for the number of specific outputs to be produced.

Outcomes, Outputs, Performance Indicators and Target

Outcome	Indicator number	Outputs	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Industrialisation, Transformation & Capable State	**47**	Reduce the harm of gambling to society through the amendment of the online gambling advertising regulations	Efficient regulation amendments to address online gambling advertising	New Indicator	New Indicator	New Indicator	New Indicator	1 Amended National Gambling Regulations gazetted	N/A	N/A
	48	Create an enabling environment through targeted policy amendments to address cost of credit	Number of Regulations amended to address the cost of credit	New Indicator	New Indicator	New Indicator	New Indicator	1 Amended National Credit Regulations gazetted	N/A	N/A
	49	Improving the ease of doing business in the economy by **the dtic** entities	Entities implementing the ease of doing business matrix	New indicator	New indicator	New Indicator	New Indicator	2% implementation of the ease of doing business matrix of 8 **dtic** entities	N/A	N/A
	50	Illicit trade curtailed through efficient tracking regulations facilitating, strengthened tracing of illicit trade	Efficient tracking Regulations to curtail illicit trade	New Indicator	New Indicator	New Indicator	New Indicator	Tracking Regulations to curtail illicit trade	N/A	N/A
	51	Ease of doing business enhanced for South African companies through amended Company Regulations	Company Regulations amended to improve ease of doing business	New Indicator	New Indicator	New Indicator	New Indicator	1 Amended Companies Regulations gazetted	N/A	N/A
	52	Efficient regulation through the development of 3 Bills to address various constraints in sectors including online gambling, e-	Number of Bills approved by Cabinet	New Indicator	New Indicator	New Indicator	3	3 Bills approved by Cabinet	N/A	N/A

Outcome	Indicator number	Outputs	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		commerce in the liquor Act, addressing illicit trade								
	53	Increase investment through the Omnibus Industrial Development and Investment Acceleration Bill, to accelerate industrial development and investment, creating an enabling environment, ease of doing business and reducing red tape	Omnibus Bill to accelerate Industrial development and Investment approved by Cabinet	New Indicator	New Indicator	New indicator	New Indicator	1 Omnibus Bill approved by Cabinet	N/A	N/A

Output Indicators: Annual and Quarterly Targets for 2026/27

Indicators Numbers	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
47	Efficient regulation amendments to address online gambling advertising	1 Amended National Gambling Regulation gazetted	0	0	1 Amended National Gambling Regulation gazetted	0
48	Number of Regulations amended to address the cost of credit	1 Amended National Credit Regulation gazetted	0	0	1 Amended National Credit Regulation gazetted	0
49	Entities implementing the ease of doing business matrix	2% implementation of the ease of doing business matrix of 8 **dtic** entities	0	0	0	2% implementation of the ease of doing business matrix of 8 **dtic** entities
50	Efficient tracking regulations to curtail illicit trade	Tracking regulations to curtail illicit trade	0	0	0	Tracking regulations to curtail illicit trade
51	Company regulations amended to improve ease of doing business	1 Amended Companies Regulations gazetted	0	1 Amended Companies Regulation gazetted	0	0
52	Number of Bills approved by Cabinet	3 Bills approved by Cabinet	0	0	1 National Gambling Amendment Bill	1 Liquor Amendment Bill and 1 National Credit Amendment Bill
53	Omnibus Bill to accelerate Industrial development and Investment approved by Cabinet	1 Omnibus Bill approved by Cabinet	0	0	0	1 Omnibus Bill approved by Cabinet

Explanation of planned performance over the medium-term period

The Programme will contribute to the investment facilitation, localisation, transformation and supporting industrialisation through its initiatives thereby contributing to the Medium-Term Strategic Framework and National Development Plan. To achieve the aforementioned, the Programme has various planned outputs in line with the programme mandate, directly contributing to the Departmental outcomes.

The Branch will undertake the following additional activities as per its mandate in the 2026/27 financial year:

- Regulatory oversight of the NGB, NLC, CT, CIPC, NCC, NCT NCR and the TRP as well the NLA. The work includes administration of parliamentary questions, transfers to entities, reporting and planning of entities and attending Parliamentary meetings as well as support to the entities.
- Administration of the Specialist Committee on Company Law and the Financial Reporting Standards Council by providing secretarial and policy support.
- Intellectual property applications in terms of the Merchandise Marks Act of 1941 for the use of marks and emblems, the national flag and the protection of major events.
- Providing input to on-going litigation matters emanating from the various pieces of legislation.
- The National Gambling Amendment Bill was in Parliament‘s Mediation process. It is pending finalisation in the Parliamentary process.
- The applications for exemptions with regulations processed in terms of the Housing Development Schemes for Retired Persons Act of 1988.
- Consumer protection mandate and addressing of consumer complaints on an on-going basis.
- Development of regulations to respond to on-going regulatory issues that emerge.
- Addressing enquiries and submissions on issues emanating from the public, Parliament, provinces and industry related to the legislation administered by the Branch. These form part of cases from the public.
- Presentations to Parliament on the implementation of the various laws administered by the programme

Programme Resource Considerations

Budget Table 6: Regulation expenditure trends by sub-programme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Policy and Legislative Development	18.7	21.8	21.3	24.6	9.5%	6.0%	26.5	28.0	28.9	5.5%	7.1%
Enforcement and Compliance	33.1	35.1	35.1	38.7	5.3%	9.9%	40.7	42.6	44.1	4.4%	10.9%
Regulatory Services	279.7	289.3	289.5	344.0	7.1%	84.0%	309.4	321.9	331.9	-1.2%	82.0%
Total	**331.5**	**346.2**	**345.9**	**407.3**	**7.1%**	**100.0%**	**376.6**	**392.6**	**404.9**	**-0.2%**	**100.0%**
Change to 2025 Budget estimate				–			(1.6)	(3.3)	(8.8)		
Economic classification											
Current payments	**63.1**	**68.5**	**69.3**	**77.9**	**7.3%**	**19.5%**	**83.3**	**87.8**	**90.6**	**5.2%**	**22.3%**
Compensation of employees	56.4	61.0	61.7	65.6	5.2%	17.1%	69.5	73.3	75.6	4.9%	18.6%
Goods and services	6.7	7.5	7.5	12.3	22.3%	2.4%	13.8	14.5	15.0	6.7%	3.7%
of which:						–					–
Advertising	–	–	*0.4*	*0.7*	–	*0.1%*	*1.1*	*1.1*	*1.2*	*21.4%*	*0.3%*
Catering: Departmental activities	*0.2*	*0.1*	*0.1*	*0.5*	*34.5%*	*0.1%*	*0.7*	*0.8*	*0.8*	*11.9%*	*0.2%*
Consultants: Business and advisory services	*0.2*	*0.1*	*0.6*	*2.7*	*153.4%*	*0.3%*	*3.7*	*4.0*	*4.2*	*15.0%*	*1.0%*
Legal services	*2.5*	*1.5*	*2.2*	*2.0*	*-7.8%*	*0.6%*	*2.1*	*2.1*	*2.2*	*3.7%*	*0.5%*
Travel and subsistence	*3.2*	*3.3*	*3.2*	*4.7*	*13.7%*	*1.0%*	*4.2*	*4.4*	*4.5*	*-1.3%*	*1.1%*
Operating payments	*0.0*	–	*0.0*	*0.5*	*160.7%*	*0.0%*	*0.8*	*0.8*	*0.8*	*18.3%*	*0.2%*
Transfers and subsidies	**268.0**	**277.6**	**276.6**	**329.2**	**7.1%**	**80.5%**	**293.2**	**304.8**	**314.3**	**-1.5%**	**77.7%**
Departmental agencies and accounts	258.4	270.1	266.4	318.4	7.2%	77.8%	282.8	294.1	303.2	-1.6%	75.0%
Foreign governments and international organisations	9.2	7.5	10.0	10.6	4.9%	2.6%	10.5	10.8	11.1	1.4%	2.8%
Households	0.4	0.1	0.2	0.2	-17.6%	0.1%	–	–	–	-100.0%	–
Payments for capital assets	**–**	**0.0**	**–**	**0.2**	**–**	**0.0%**	**0.1**	**–**	**–**	**-100.0%**	**0.0%**
Machinery and equipment	–	0.0	–	0.2	–	0.0%	0.1	–	–	-100.0%	0.0%
Payments for financial assets	**0.5**	**–**	**–**	**–**	**-100.0%**	**0.0%**	**–**	**–**	**–**	**–**	**–**

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
Total	**331.5**	**346.2**	**345.9**	**407.3**	**7.1%**	**100.0%**	**376.6**	**392.6**	**404.9**	**-0.2%**	**100.0%**
Proportion of total programme expenditure to vote expenditure	**3.1%**	**3.3%**	**3.7%**	**3.7%**	**–**	**–**	**3.2%**	**3.7%**	**3.7%**	**–**	**–**

5.6 Programme 6: Incentives

a) **Purpose:** Stimulate and facilitate the development of sustainable and competitive enterprises, through the efficient provision of effective and accessible incentive measures that support national priorities.

b) **Description of Sub-Programmes**

(i) **Broadening Participation and Industrial Innovation Incentives** provides incentive programmes that promote broader participation in the mainstream economy by businesses owned by individuals from historically disadvantaged communities and marginalised regions.

(ii) **Manufacturing Incentives** provides incentives to promote additional investment in the manufacturing sector. The manufacturing investment cluster comprises the Manufacturing Competitiveness Enhancement Programmes (MCEP), the Capital Projects Feasibility Programme (CPFP), the Automotive Investment Scheme (AIS), the Export Marketing and Investment Assistance (EMIA) scheme, the Sector-Specific Assistance Scheme (SSAS), and the Section 12I Tax Incentive scheme.

(iii) **Services Investment Incentives** provides incentive programmes that promote increased investment and job creation in the services sector. Programmes include the global business process services programme, and the film and television Production Incentive Support Programme for South African and Foreign Productions.

(iv) **Infrastructure Investment Support** provides grants for two industrial infrastructure initiatives, SEZs and the Critical Infrastructure Programme (CIP), which are aimed at enhancing infrastructure and industrial development, increasing investment, and the export of value-added commodities.

(v) **Product and Systems Development** reviews, monitors and develops incentive programmes to support the industrial strategy, and develops sector strategies to address market failures.

(vi) **Strategic Partnership and Customer Care** facilitates access to targeted enterprises by reviewing the success of incentive schemes and improving them where possible.

c) Strategic focus for 2026/27

By funding industrialisation, Programme 6, is funding businesses to improve their operations and increase employment. This funding will generate investment that will expand capacity and advance productivity, resulting in competitive goods and services for both the local and export markets. Increased demand for South Africa's goods and services, both locally and internationally, will contribute to the country's growth in gross domestic product (GDP).

In 2026/27, Programme 6 aims to create 7 000 new jobs having created just over 6000 new jobs in 2025/26 by targeting those strategic sectors/industries as identified in the Industrial Policy with a further 5 000 digital jobs created through the Global Business Incentive, having created over 4100 new jobs in 2025/26. About 80% of the 5 000 jobs will be youth employment.

Programme 6 is driving inclusivity and transformation by expanding the reach of industrial finance to Black Industrialists, SMMEs, women, and youth-owned enterprises, as well as to businesses operating outside the five main metros. Incentivising projects is conditional on being compliant with B-BBEE and hence the Programme 6 is further promoting transformation.

As part of smart industrialisation, Programme 6 is tightening governance to improve service delivery and will include the implementation of an IT Platform and implement the applicable recommendations from the 2018 study on the impact evaluation of government business incentives.

Programme contribution towards 5 Output Indicators

The table that follows sets out more precisely the ‘Outputs’ and the ‘Output Indicators’ as well as the target for the number of specific outputs to be produced.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Indicator Number	Output	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Industrialisation, Transformation & Capable State	**54**	Investment secured through industrial financial programmes	Rand value of investment secured through industrial financial programmes	R26,7bn of investment secured through industrial financial programmes	R34bn of investment secured through industrial financial programmes	R13bn of investment secured through industrial financial programmes	R10bn of investment secured through industrial financial programmes	R35bn of investment secured through industrial financial programmes	R40bn of investment secured through industrial financial programmes	R45bn of investment secured through industrial financial programmes
	55	Disbursed funding to enterprises that comply with the latest B-BBEE Act	Rand value disbursed to enterprises that comply with the latest B-BBEE Act	New Indicator	New Indicator	New Indicator	New Indicator	R4bn disbursed to enterprises that comply with the latest B-BBEE Act	R4.2bn disbursed to enterprises that comply with the latest B-BBEE Act	R4.5bn disbursed to enterprises that comply with the latest B-BBEE Act
	56	New jobs created by beneficiaries of disbursed funds.	Number of new jobs created by beneficiaries of disbursed funds	New Indicator	12 000 new jobs created by beneficiaries of disbursed funds	5400 new jobs created by beneficiaries of disbursed funds	6 000 new jobs created by beneficiaries of disbursed funds	7 000 new jobs created by beneficiaries of disbursed funds	8 000 new jobs created by beneficiaries of disbursed funds	9 000 new jobs created by beneficiaries of disbursed funds
	57	Jobs created through the digital economy programme (GBS)	Number of new jobs created through the digital economy programme (GBS)	New indicator	New Indicator	New Indicator	4 000 new jobs created through the digital economy programme (GBS)	5 000 new jobs created through the digital economy programme (GBS)	6 000 new jobs created through the digital economy programme (GBS)	6 000 new jobs created through the digital economy programme (GBS)
	58	Export revenue of Global Business Services (GBS)	Rand value of export revenue generated through the Global Business Services	New Indicator	R7,3bn export revenue generated through the Global Business Services	R11bn export revenue generated through the Global Business Services	R5bn export revenue generated through the Global Business Services	R5bn export revenue generated through the Global Business Services	R5bn export revenue generated through the Global Business Services	R5bn export revenue generated through the Global Business Services

Output Indicators: Annual and Quarterly Targets 2026/27

Indicator Numbers	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
54	Rand value of investment secured through industrial financial programmes	R35bn of investment secured through industrial financial programmes	R2bn of investment secured through industrial financial programmes	R6bn of investment secured through industrial financial programmes	R2bn of investment secured through industrial financial programmes	R25bn of investment secured through industrial financial programmes
55	Rand value disbursed to enterprises that comply with the latest B-BBEE Act	R4bn disbursed to enterprises that comply with the latest B-BBEE Act	R0,2bn disbursed to enterprises that comply with the latest B-BBEE Act	R0,5bn disbursed to enterprises that comply with the latest B-BBEE Act	R0,3bn disbursed to enterprises that comply with the latest B-BBEE Act	R3bn disbursed to enterprises that comply with the latest B-BBEE Act
56	Number of new jobs created by beneficiaries of disbursed funds	7 000 new jobs created by beneficiaries of disbursed funds	0	1500 new jobs created by beneficiaries of disbursed funds	0	5500 new jobs created by beneficiaries of disbursed funds
57	Number of new jobs created through the digital economy programme (GBS)	5 000 new jobs created through the digital economy programme (GBS)	0	1000 new jobs created through the digital economy programme (GBS)	0	4000 new jobs created through the digital economy programme (GBS)
58	Rand value of export revenue generated through the Global Business Services	R5bn of export revenue generated through the Global Business Services	R1bn export revenue generated through the Global Business Services	R1bn export revenue generated through the Global Business Services	R1bn export revenue generated through the Global Business Services	R2bn export revenue generated through the Global Business Services

Explanation of planned performance over the medium-term period

Over the medium-term period, Progamme 6, in collaboration with the two of the department's entities that are responsible for industrial financing, the Industrial Development Corporation (IDC) and National Empowerment Fund (NEF) will strive to unlock funding within the tight fiscal constraints. This will be partly achieved through the continuation of the blended financing model which aims to secure private sector funding to increase investment in the country and contribute to sustaining current jobs as well as creating new jobs.

To increase the economic resilience of the country, Programme 6 will continue to fund manufacturing businesses to increase local production in the country, especially auto-motive manufactures that are investing in building electric vehicles in the country as well as those manufactures that are investing in emerging and green industries with the potential to increase job creation.

In addition to financing manufacturers, Programme 6 will continue supporting business operating in the global business services industry in order to attract more international contracts, earn foreign revenue through the exports of services and create digital jobs especially for the youth.

To ensure that industrial financing is delivering against key objectives of attracting investment, increasing local production, contributing towards the creation of new jobs and transformation, an Impact Evaluation Study will be conducted and a revised incentive framework implemented.

Programme Resource Considerations

Budget Table 7: Incentives expenditure trends by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Broadening Participation and Industrial Incentives	29.7	19.9	23.6	48.1	17.4%	0.6%	46.8	48.8	50.3	1.5%	0.9%
Manufacturing Incentives	3 678.4	3 195.0	2 402.2	2 979.4	-6.8%	60.4%	3 116.8	3 240.4	3 341.5	3.9%	57.3%
Services Investment Incentives	997.2	1 150.2	1 547.3	1 022.1	0.8%	23.3%	1 057.7	1 100.2	1 134.4	3.5%	19.5%
Infrastructure Investment Support	630.9	1 037.1	246.6	1 144.9	22.0%	15.1%	1 178.8	1 226.2	1 264.4	3.4%	21.7%
Product and Systems Development	11.5	13.1	14.0	15.2	9.6%	0.3%	16.1	17.5	18.1	6.0%	0.3%
Strategic Partnership and Customer Care	15.3	15.9	17.7	20.4	10.1%	0.3%	21.3	22.2	22.9	3.9%	0.4%
Total	**5 363.1**	**5 431.1**	**4 251.2**	**5 230.2**	**-0.8%**	**100.0%**	**5 437.5**	**5 655.4**	**5 831.6**	**3.7%**	**100.0%**
Change to 2025 Budget estimate				–			(17.3)	(46.6)	(126.3)		
Economic classification											
Current payments	**161.5**	**161.3**	**162.6**	**178.3**	**3.4%**	**3.3%**	**191.9**	**200.8**	**207.8**	**5.2%**	**3.5%**
Compensation of employees	142.0	141.7	143.7	147.4	1.3%	2.8%	159.8	167.4	173.4	5.5%	3.0%
Goods and services	19.5	19.6	18.7	30.9	16.6%	0.4%	32.1	33.4	34.4	3.7%	0.6%
of which:						–					–
Communication	*1.0*	*1.0*	*1.1*	*0.8*	*-5.3%*	*0.0%*	*0.9*	*0.9*	*0.9*	*3.7%*	*0.0%*
Consultants: Business and advisory services	*7.3*	*8.9*	*5.7*	*10.5*	*13.0%*	*0.2%*	*10.8*	*11.2*	*11.5*	*3.1%*	*0.2%*
Legal services	*5.8*	*3.2*	*4.7*	*5.1*	*-4.4%*	*0.1%*	*5.3*	*5.5*	*5.6*	*3.7%*	*0.1%*
Operating leases	–	–	–	*0.9*	–	*0.0%*	*1.0*	*1.0*	*1.1*	*3.7%*	*0.0%*
Travel and subsistence	*5.2*	*6.2*	*6.9*	*11.3*	*29.2%*	*0.1%*	*11.8*	*12.3*	*12.7*	*4.0%*	*0.2%*
Operating payments	*0.0*	*0.0*	*0.0*	*0.7*	*422.9%*	*0.0%*	*0.7*	*0.8*	*0.8*	*3.7%*	*0.0%*
Interest and rent on land	–	–	0.3	–	–	0.0%	–	–	–	–	–
Transfers and subsidies	**5 201.6**	**5 269.8**	**4 088.6**	**5 051.9**	**-1.0%**	**96.7%**	**5 245.6**	**5 454.6**	**5 623.8**	**3.6%**	**96.5%**
Public corporations and private enterprises	5 201.1	5 269.4	4 088.2	5 050.8	-1.0%	96.7%	5 244.5	5 453.4	5 622.6	3.6%	96.4%
Households	0.5	0.4	0.4	1.1	30.3%	0.0%	1.1	1.2	1.2	3.7%	0.0%

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
Total	**5 363.1**	**5 431.1**	**4 251.2**	**5 230.2**	**-0.8%**	**100.0%**	**5 437.5**	**5 655.4**	**5 831.6**	**3.7%**	**100.0%**
Proportion of total programme expenditure to vote expenditure	**50.9%**	**52.0%**	**45.8%**	**47.0%**	**–**	**–**	**46.5%**	**53.3%**	**53.3%**	**–**	**–**

5.7 Programme 7: Exports

a) Purpose: To engender export-led growth of the South African economy. This is achieved through the increase of the volume of goods and services exports to the world and through increasing the proportion of companies that currently export from South Africa.

b) Description of Sub-Programmes

(i) **Export Promotion and Marketing** promotes exports of South African value-added goods and services to increase market share in targeted high-growth markets and sustain market share in traditional markets.

(ii) **Trade and Investment Foreign Services Management Unit** promotes trade and investment and administers and provides corporate services to the department's foreign office network of foreign economic representatives to enable South African businesses to access global markets.

(iii) **Export Development and Support** manages the National Exporter Development Programme, designed to contribute to positioning South Africa as a reliable trade partner, improve, and expand the country's exporter base.

c) Strategic focus for 2026/27

The Exports Branch will be contributing to the Medium-Term Development Plan (MTDP) priority: Drive Inclusive Growth and Job Creation with a focus on the outcome of Increased Investment, Trade and Tourism. More specifically, the branch will implement a work programme which speaks to the following objectives:

- Prioritising the implementation of the African Continental Free Trade Area to increase total South African exports to the rest of the continent, including the export of services.
- Strengthening economic diplomacy with our largest trading partners and potential trading partners.

The **Implementation Plan to drive Growth and Inclusion** (GAIN) identifies in its implementation plan a focus on industrial policy reform to pursue new areas of growth, which includes:

- Positioning South Africa as a leading player in the green economy
- Implementing a forward-looking industrial policy that creates jobs
- Using trade policy to support export resilience and growth
- Investing in research and development to boost innovation

In line with GAIN, the Exports Branch will build on a value chain that advances the implementation of a forward looking industrial policy, increases investment in manufacturing of products and services, uses trade policy initiatives and trade agreements providing market access, to undertake an export promotion programme to activate export resilience and growth in industrial policy priority sectors. In this regard, the branch will expand and improve the effectiveness of current export measures, as well as implement new export initiatives to stimulate international demand. The branch work will be responding to the following departmental strategic plan areas:

- Increase South African total exports to the world from R2 trillion to R3 trillion.
- Increase the utilisation of existing preferential trade agreements - Increase the utilisation from 85% to 90%.
- Reduced market concentration by ensuring that economic opportunities are accessible to a broader range of businesses, particularly focusing on the empowerment of historically disadvantaged groups.
- Increasing Skills and Work Experience for the Economy.

In terms of markets, the department is implementing the **"butterfly approach**" based on the Global Export Strategy**, which** prioritises the implementation of the AfCFTA and unlocking opportunities in the rest of Africa as the foundation of our global engagements, with the 'wings' representing additional export initiatives in the rest of the world focusing on leading and established markets as well as new and emerging market opportunities. Export initiatives will primarily focus on 27 priority markets, while opportunities that arise in key additional markets will also be advanced.

In order to leverage various trade agreements that offer preferential access to key markets the branch will target the marketing of agreement-specific products that have reduced tariffs or have duty-free market access and/or no quota restrictions in order to advance exports into that market. The branch will also leverage development assistance that is offered by trade partners to increase exports.

As part of implementation, the work of the branch will also be sensitive to geo-political dynamics with significant impacts on market access, with required market diversification responses developed and implemented.

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

- **Decarbonisation**
  - Battery Value Chains and Beneficiation of Critical Minerals
  - Green Economy

- **Diversification**
  - Cannabis and Hemp
  - Clothing, Textile, Footwear and Leather (CTFL)
  - Agro-processing
  - Steel, Metal Fabrication and Aluminium sector
  - The Global Business Services (GBS) sector
  - Automotives industry

- Chemicals
- Plastics sector
- Cosmetics sector
- Oceans Economy

- **Digitalisation**
  - Pharmaceuticals, Vaccines and Medical Technologies
  - Electro-Technical industries and White Goods
  - Aerospace and Defence
  - Digital Economy

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

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

Programme contribution towards 9 Outputs Indicators

The following table sets out the 'Outputs' and the 'Output Indicators' as well as the targets for the number of specific outputs to be produced.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Indicator Number	Output	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Industrialisation, Transformation & Capable State	**59**	Increased South African total valued added exports to the world from R2 trillion to R3 trillion. Export initiatives will follow a value chain which includes investments, industrial policy interventions as well as trade agreements utilization	Rand value increase of South African manufactured exports to targeted markets in priority industrial policy sectors linked to trade agreement utilization	New Indicator	New Indicator	New Indicator	R120bn of South African manufactured exports to targeted markets in priority industrial policy sectors linked to trade agreement utilization	R146bn of South African manufactured exports to targeted markets in priority industrial policy sectors linked to trade agreement utilization	R154bn of South African manufactured exports to targeted markets in priority industrial policy sectors linked to trade agreement utilization	R164bn of South African manufactured exports to targeted markets in priority industrial policy sectors linked to trade agreement utilization
	60	Increased South African total valued added exports to the world from R2 trillion to R3 trillion. Export initiatives will follow a value chain which includes investments, industrial policy interventions as well as AFCTA tariff utilization	Rand value increase of South African manufactured exports in priority industrial policy sectors linked to AfCFTA tariff utilization	New Indicator	New Indicator	New Indicator	R132bn of South African manufactured exports in priority industrial policy sectors linked to AfCFTA tariff utilization	R154bn of South African manufactured exports in priority industrial policy sectors linked to AfCFTA tariff utilization	R163bn of South African manufactured exports in priority industrial policy sectors linked to AfCFTA tariff utilization	R173bn of South African manufactured exports in priority industrial policy sectors linked to AfCFTA tariff utilization
	61	Reduced firm level market concentration by ensuring that export opportunities are accessible to a broader range of businesses, particularly focusing on the empowerment of historically disadvantaged groups	Rand value increase of South African exports to targeted global markets by SMMEs funded by **dtic** export support measures	New Indicator	New Indicator	New Indicator	R20m of South African exports to targeted global markets by SMMEs funded by **dtic** export support measures	R700m of South African exports to targeted global markets by SMMEs funded by **dtic** export support measures	R750m of South African exports to targeted global markets by SMMEs funded by **dtic** export support measures	R800m of South African exports to targeted global markets by SMMEs funded by **dtic** export support measures
	62	Reduced firm level market concentration by ensuring that export opportunities are accessible to a broader range	Rand value increase of South African exports to targeted African markets by Black owned entities funded	New Indicator	New Indicator	New Indicator	R15m of South African exports by Black owned entities funded by **dtic**	R70m of South African exports to targeted African markets by Black	R74m of South African exports to targeted African markets by Black	R78m of South African exports to targeted African markets by Black

Outcome	Indicator Number	Output	Output Indicators	Annual Targets						
				Audited/Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
		of businesses, particularly focusing on the empowerment of historically disadvantaged groups	by **dtic** export support measures				export support measures	owned entities funded by **dtic** export support measures	owned entities funded by **dtic** export support measures	owned entities funded by **dtic** export support measures
	63	Syndicated support package by DFI consortium for international project(s) tender and off take	Number of companies receiving dtic-DFI support packages	New Indicator	New Indicator	New Indicator	New Indicator	5 companies receiving **dtic**-DFI support packages	10 companies receiving **dtic**-DFI support packages	15 companies receiving **dtic**-DFI support packages
	64	New jobs created in the economy	Number of new jobs created in the economy linked to exports activated by the Export Marketing and Investment Assistance (EMIA) scheme	New Indicator	New Indicator	New Indicator	New Indicator	1 275 jobs created in the economy linked to exports activated by the Export Marketing and Investment Assistance (EMIA) scheme	1 360 jobs created in the economy linked to exports activated by the Export Marketing and Investment Assistance (EMIA) scheme	1 445 jobs created in the economy linked to exports activated by the Export Marketing and Investment Assistance (EMIA) scheme
	65	Increased Skills and Work Experience for the Economy	Number of entities capacitated on exporting skills	New Indicator	New Indicator	New Indicator	300 entities capacitated on exporting skills	300 entities capacitated on exporting skills	300 entities capacitated on exporting skills	300 entities capacitated on exporting skills
	66		Percentage of entities capacitated on exporting skills that are Women owned	New Indicator	New Indicator	New Indicator	New Indicator	25% of entities capacitated on exporting skills are Women owned	33% of entities capacitated on exporting skills are Women owned	43% of entities capacitated on exporting skills are Women owned
	67		Percentage of entities capacitated on exporting skills that are Youth owned	New Indicator	New Indicator	New Indicator	New Indicator	8% of entities capacitated on exporting skills are Youth owned	17% of entities capacitated on exporting skills are Youth owned	25% of entities capacitated on exporting skills are Youth owned

Output Indicators: Annual and Quarterly Targets for 2026/27

Indicator Number	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
59	Rand value increase of South African manufactured exports to targeted markets in priority industrial policy sectors linked to trade agreement utilization	R146bn of South African manufactured exports to targeted markets in priority industrial policy sectors linked to trade agreement utilization	R35bn of South African manufactured exports to targeted markets in priority industrial policy sectors linked to trade agreement utilization	R38bn of South African manufactured exports to targeted markets in priority industrial policy sectors linked to trade agreement utilization	R38bn of South African manufactured exports to targeted markets in priority industrial policy sectors linked to trade agreement utilization	R35bn of South African manufactured exports to targeted markets in priority industrial policy sectors linked to trade agreement utilization
60	Rand value increase of South African manufactured exports in priority industrial policy sectors linked to AfCFTA tariff utilization	R154bn of South African exports in priority industrial policy sectors linked to AfCFTA tariff utilization	R37bn of South African exports in priority industrial policy sectors linked to AfCFTA tariff utilization	R40bn of South African exports in priority industrial policy sectors linked to AfCFTA tariff utilization	R40bn of South African exports in priority industrial policy sectors linked to AfCFTA tariff utilization	R37bn of South African exports in priority industrial policy sectors linked to AfCFTA tariff utilization
61	Rand value increase of South African exports to targeted global markets by SMMEs funded by **dtic** export support measures	R700m of South African exports to targeted global markets by SMMEs funded by **dtic** export support measures	R160m of South African exports to targeted global markets by SMMEs funded by **dtic** export support measures	R190m of South African exports to targeted global markets by SMMEs funded by **dtic** export support measures	R190m of South African exports to targeted global markets by SMMEs funded by **dtic** export support measures	R160m of South African exports to targeted global markets by SMMEs funded by **dtic** export support measures
62	Rand value increase of South African exports to targeted African markets by Black owned entities funded by **dtic** export support measures	R70m of South African exports to targeted African markets Black owned entities funded by **dtic** export support measures	R15m of South African exports to targeted African markets Black owned entities funded by **dtic** export support measures	R20m of South African exports to targeted African markets Black owned entities funded by **dtic** export support measures	R20m of South African exports to targeted African markets Black owned entities funded by **dtic** export support measures	R15m of South African exports to targeted African markets Black owned entities funded by **dtic** export support measures
63	Number of companies receiving **dtic**-DFI support packages	5 companies receiving **dtic**-DFI support packages	0 companies receiving **dtic**-DFI support packages	1 companies receiving **dtic**-DFI support packages	2 companies receiving **dtic**-DFI support packages	2 companies receiving **dtic**-DFI support packages
64	Number of new jobs created in the economy linked to exports activated by the Export Marketing and Investment Assistance (EMIA) scheme	1 275 new jobs created in the economy linked to exports activated by the Export Marketing	255 new jobs created in the economy linked to exports activated by the Export	340 new jobs created in the economy linked to exports activated by	340 new jobs created in the economy linked to exports activated by	340 new jobs created in the economy linked to exports activated by the

Indicator Number	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
		and Investment Assistance (EMIA) scheme	Marketing and Investment Assistance (EMIA) scheme	the Export Marketing and Investment Assistance (EMIA) scheme	the Export Marketing and Investment Assistance (EMIA) scheme	Export Marketing and Investment Assistance (EMIA) scheme
65	Number of entities capacitated on exporting skills	300 entities capacitated on exporting skills	25 entities capacitated on exporting skills	100 entities capacitated on exporting skills	100 entities capacitated on exporting skills	75 entities capacitated on exporting skills
66	Percentage of entities capacitated on exporting skills that are Women owned	25% of entities capacitated on exporting skills are Women owned	25% of entities capacitated on exporting skills are Women owned	25% of entities capacitated on exporting skills are Women owned	25% of entities capacitated on exporting skills are Women owned	25% of entities capacitated on exporting skills are Women owned
67	Percentage of entities capacitated on exporting skills that are Youth owned	8% of entities capacitated on exporting skills are Youth owned	8% of entities capacitated on exporting skills are Youth owned	8% of entities capacitated on exporting skills are Youth owned	8% of entities capacitated on exporting skills are Youth owned	8% of entities capacitated on exporting skills are Youth owned

Explanation of planned performance over the medium-term period

The Exports Branch will pursue the following two strategic outcomes in support of the growth target being set by the economic cluster:

- Increase South African total exports to the world from R2 trillion to R3 trillion.
- Increase the utilisation of existing preferential trade agreements - Increase the utilisation from 85% to 90%.

Pursuing the above two objectives above will align the actions of government to the real situation faced by businesses today and ensure that policy measures are designed to make it easier for exporters for maximum growth impact. The coordination of national, provincial and local government as a whole in increasing the proportion of businesses that export in South Africa will increase government focus on local development across the country and broaden the scope for future economic growth. With the appropriate contributions by Provinces and Municipalities, these two targets are sufficient to form a judgement on the success of government policies in a manner that is responsive to the real-life and real-time experience of businesses today.

The export initiatives will align with the department's priorities of reindustrialisation, job creation, transformation, and building a capable state, and will include:

- Increasing capacity of South Africa's enterprises to export, including skills for exporting;
- Penetrating African export markets beyond SADC, also focussing on advancing services exports, including using the benefits of the AfCFTA.
- Increasing the value of South Africa's investments in the rest of Africa;
- Promotion and marketing of South African goods and services exports globally;
- Economic diplomacy and the professionalization of the foreign service;
- Resolving trade barriers faced by South African businesses; and
- Improved trade finance instruments.

Programme Resource Considerations

Budget Table 8: Export expenditure trends by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
African Bilateral Economic Relations	19.3	24.3	17.8	24.9	8.8%	5.6%	26.0	27.2	28.0	4.0%	6.1%
Export Promotion and Marketing	43.9	40.2	39.9	48.0	3.0%	11.2%	47.3	49.4	50.9	2.0%	11.0%
Trade and Investment Foreign Services Management Unit	322.6	340.7	269.3	296.3	-2.8%	79.8%	341.8	355.8	366.7	7.4%	79.5%
Export Development and Support	12.1	11.5	12.6	16.1	10.1%	3.4%	14.8	15.5	15.8	-0.6%	3.4%
Total	**397.8**	**416.7**	**339.7**	**385.3**	**-1.1%**	**100.0%**	**430.0**	**447.9**	**461.4**	**6.2%**	**100.0%**
Change to 2025 Budget estimate				–			18.8	17.3	11.5		
Economic classification											
Current payments	**242.3**	**258.9**	**175.4**	**214.4**	**-4.0%**	**57.9%**	**255.8**	**266.6**	**274.6**	**8.6%**	**59.5%**
Compensation of employees	185.6	191.7	144.3	164.3	-4.0%	44.6%	201.6	210.4	216.5	9.6%	46.9%
Goods and services	56.7	67.2	31.1	50.1	-4.1%	13.3%	54.1	56.2	58.0	5.0%	12.6%
of which:						–					–
Communication	*2.0*	*2.2*	*1.5*	*1.1*	*-17.6%*	*0.4%*	*1.1*	*1.1*	*1.2*	*2.0%*	*0.2%*
Consultants: Business and advisory services	*0.1*	*1.2*	*0.2*	*1.3*	*159.3%*	*0.2%*	*1.9*	*2.0*	*1.8*	*10.3%*	*0.4%*
Operating leases	*24.8*	*24.7*	*10.2*	*12.3*	*-20.8%*	*4.7%*	*19.1*	*19.8*	*24.8*	*26.2%*	*4.8%*
Travel and subsistence	*8.1*	*10.1*	*7.4*	*11.9*	*13.6%*	*2.4%*	*14.2*	*14.4*	*12.3*	*1.0%*	*3.1%*
Operating payments	*12.7*	*11.9*	*5.0*	*10.2*	*-7.0%*	*2.6%*	*10.7*	*11.1*	*9.8*	*-1.2%*	*2.4%*
Venues and facilities	*1.3*	*2.9*	*0.4*	*2.5*	*24.2%*	*0.5%*	*1.9*	*2.0*	*2.0*	*-6.5%*	*0.4%*
Transfers and subsidies	**154.3**	**157.1**	**162.9**	**169.4**	**3.2%**	**41.8%**	**172.7**	**179.6**	**185.2**	**3.0%**	**40.1%**
Public corporations and private enterprises	150.0	155.5	162.5	167.9	3.8%	41.3%	172.7	179.6	185.2	3.3%	40.1%
Households	4.3	1.6	0.4	1.5	-29.2%	0.5%	–	–	–	-100.0%	–
Payments for capital assets	**1.2**	**0.6**	**1.3**	**1.5**	**7.9%**	**0.3%**	**1.6**	**1.6**	**1.7**	**3.7%**	**0.4%**
Machinery and equipment	1.2	0.6	1.3	1.5	7.9%	0.3%	1.6	1.6	1.7	3.7%	0.4%

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
Payments for financial assets	0.0	0.0	0.0	–	-100.0%	0.0%	–	–	–	–	–
Total	397.8	416.7	339.7	385.3	-1.1%	100.0%	430.0	447.9	461.4	6.2%	100.0%
Proportion of total programme expenditure to vote expenditure	3.8%	4.0%	3.7%	3.5%	–	–	3.7%	4.2%	4.2%	–	–

5.8 Programme 8: Transformation and Competition

a) Purpose: Develop and roll out policy interventions that promote transformation and competition issues through effective economic planning, aligned investment and development policy tools.

b) Description of Sub-Programmes

(i) **Economic Planning and Advisory:** Promotes integrated economic planning, analysis of economic plans, and advancement of competition priorities.

(ii) **Implementation Coordination and Competition Oversight** promotes the implementation economic development plans that are aligned with competition decisions, orders, and recommendations, and to provide support to the Minister to carry out responsibilities as required in terms of competition legislation.

(iii) **Investment and Development**: Promotes public and private investment for development.

(iv) **Equity and Empowerment** promotes broad-based black economic empowerment (B-BBEE) and the growth of the industrial base through the black industrialist programme.

c) Strategic focus for 2026/27

Competition policy is an important means to build both a more dynamic and a transformed economy. Concentrated markets – namely product sectors where a small number of firms controls the bulk of output and market share – together with exclusionary behaviour by dominant firms limit the ability of new entrants, particularly SMMEs and start-up firms by black South Africans. Policy can assist in a number of ways: by market inquiries conducted by the competition authorities in concentrated sectors; through public interest measures that mitigate higher levels of economic concentration; and through competition law enforcement.

The Programme aims to improve the developmental impact of Competition policy, by ensuring mergers and acquisitions are accompanied by appropriate commitments on those public interest matters set out in the legislation; by working with Competition authorities to address heavily concentrated sectors and by supporting the development of the Social and Solidarity Economy. Indicators for the programme reflect the centrality of development considerations in **the dtic**'s approach to Competition issues, and efforts to respond to persistently high levels economic concentration. In order to address red tape reduction, the Department will monitor compliance by the Competition Authorities on turn-around times on merger filings.

Economic transformation will be promoted and implemented through empowerment instruments such as B-BBEE legislation, generic codes and customised sector measures such as Sector Codes. Since 2003 when the B-BBEE legislation was promulgated, there has been substantive progress in B-BBEE implementation, whilst more should be done to create economic opportunities for all South Africans. Work on B-BBEE has placed increased focus on promoting and increasing black ownership across key sectors of the economy, including creating opportunities for black entrepreneurs, designated groups, Employee Share Ownership Programmes (ESOPs) and Broad-Based Ownership Schemes (BBOS).
Lastly, compliance to B-BBEE policy will be closely monitored, as well as strengthening regulations on compliance to expand the base of black entrepreneurs and industrialists in the economy, capacity and skills development of youth to enable them to effectively participate in the economy. Merger control will be used to support procurement by SMMEs and promoting localisation, while block exemptions will be used as a tool to enhance the competitiveness of SMMEs. Through Black Industrialist and B-BBEE Policies, partnerships with the private sector will be pursued to increase access to markets and procurement opportunities for SMMEs and black entrepreneurs and industrialists.

Programme contribution towards 8 Output Indicators

The table that follows sets out more precisely the 'Outputs' and the 'Output Indicators' as well as the target for the number of specific outputs to be produced.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Indicator numbers	Outputs	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Industrialisation, Transformation & Capable State	**68**	Implementation of the Transformation Fund by 2029 to support majority-black owned enterprises and SMMEs in productive sectors	Number of majority black owned enterprises financed through the Transformation Fund	New Indicator	New Indicator	New Indicator	New Indicator	200 of majority black owned enterprises financed through the Transformation Fund	250 majority black owned enterprises financed through the Transformation Fund	400 majority black owned enterprises financed through the Transformation Fund
	69		Rand value of Transformation Funds to majority black owned enterprises	New Indicator	New Indicator	New Indicator	New Indicator	R20bn of Transformation Funds contracted to majority black owned enterprises	R20bn of Transformation Funds contracted to majority black owned enterprises	R20bn of Transformation Funds contracted to majority black owned enterprises
	70		Number of jobs through transformation fund	New Indicator	New Indicator	New Indicator	New Indicator	10 000 jobs through transformation fund	15 000 jobs through transformation fund	25 000 jobs through transformation fund
	71	Implementation of B-BBEE to drive a meaningful inclusive economic transformation in priority sectors by 2029	Percentage (%) increase of ownership by black owned enterprises in priority sectors	New Indicator	New Indicator	New Indicator	New Indicator	20% increase of ownership by black owned enterprises in priority sectors	25% increase of ownership by black owned enterprises in priority sectors	35% increase of ownership by black owned enterprises in priority sectors
	72		Reimagined architecture of the B-BBEE to drive economic transformation implemented	New Indicator	New Indicator	New Indicator	New Indicator	Revised B-BBEE regulations published for implementation	N/A	N/A

Outcome	Indicator numbers	Outputs	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	73	Implementation of Social Employment Fund (SEF part-time or temporary job opportunities) to create jobs	Rand value disbursed for the implementation of SEF	N/A	N/A	N/A	New Indicator	R1.5 billion disbursed for the implementation of SEF	R1.5 billion disbursed for the implementation of SEF	R1.5 billion disbursed for the implementation of SEF
	74	Additional workers with shares in their companies	Number of additional workers with shares in their companies including but not limited to transformation and competition interventions	New Indicator	20 000 workers	10 000 workers	10 000	10 000 additional workers with shares in their companies	10 000 additional workers with shares in their companies	10 000 additional workers with shares in their companies
	75	Unemployed youth trained under the Youth Employment Service (YES) by 2029	Number of unemployed youth trained under the Youth Employment Service (YES) by 2029	R1.5 billion disbursed for the implementation of SEF	New Indicator	New Indicator	40 000	55 000 unemployed youth trained under the Youth Employment Service (YES) by 2029	60 000 unemployed youth trained under the Youth Employment Service (YES) by 2029	65 000 unemployed youth trained under the Youth Employment Service (YES) by 2029

Output Indicators: Annual and Quarterly Targets for 2026/27

Indicator Numbers	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
68	Number of majority black owned enterprises financed through the Transformation Fund	200 of majority black owned enterprises financed through the Transformation Fund	0	50	50	100
69	Rand value of Transformation Funds to majority black owned enterprises	R20bn of Transformation Funds contracted to majority black owned enterprises	0	0	0	R20bn
70	Number of jobs through transformation fund	10 000 jobs through transformation fund	0	0	0	10 000 jobs
71	Percentage (%) increase of ownership by black owned enterprises in priority sectors	20% increase of ownership by black owned enterprises in priority sectors	0	0	0	20%
72	Reimagined architecture of the B-BBEE to drive economic transformation implemented	Revised B-BBEE regulations published for implementation	0	0	0	Revised B-BBEE regulations published
73	Rand value disbursed for the implementation of SEF	R1.5 billion disbursed for the implementation of SEF	R1.5bn	0	0	0
74	Number of additional workers with shares in their companies including but not limited to transformation and competition interventions	10 000 additional workers with shares in their companies	1 000	2 500	3 000	3 500
75	Number of unemployed youth trained under the Youth Employment Service (YES) by 2029	55 000 unemployed youth trained under the Youth Employment Service (YES) by 2029	0	0	0	55 000

Explanation of planned performance over the medium-term period

Mergers and Acquisitions

The Transformation and Competition branch will evaluate merger applications and engage firms to secure social compacts that support public interest considerations, including on:

- Employment
- Spatial impact on regions
- Industrial impact on industries and regions
- Exports
- Transformation

Monitor and support the implementation of previous merger agreements that have public interest commitments, including on

- Employment
- Spatial impact on regions
- Industrial impact on industries and regions
- Exports
- Transformation

Coordinate initiatives to address market concentration, through:

- Following-up on the recommendations and findings of past market inquiries
- Following-up on the recommendations and findings of the Economic Concentration Report

Exercise oversight over the Competition Authorities by reviewing all regulatory and legislative required documents. Actively assist the Competition Commission, Tribunal, and B-BBEE to reduce red tape by promoting reduction of timeframes and revision of forms and notices.

To address concentration in the economy

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

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

The Social Employment Fund (SEF) continues making great strides in the social economy space. The programme is one of the best performing programmes within the President Employment Stimulus.

The fund is administered by the IDC as the fund manager, with **the dtic** providing oversight and chairing the Project Steering Committee, and the Presidency also forming part of the Steering Committee

The SEF received funding amounting to R1,5bn rand for the 2026/27 financial year. This will enable the SEF to continue maintaining the target of 50 000 part-time or temporary jobs for the new financial year.

B-BBEE Policy Implementation

Implementation of the B-BBEE policy and transformation activities by the Transformation and Competition branch will focus on B-BBEE Advocacy and stakeholder engagement; strengthening implementation gaps, promoting the alignment of other pieces of Legislation to B-BBEE, promote and facilitate Sectoral Transformation management of Equity Equivalent Investment Programmes and B-BBEE Facilitators in order to promote meaningful participation of Black people in the mainstream economy through:

- Employment;
- Ownership;
- Spatial impact on regions;
- Industrial impact on industries and regions
- Income redistribution; and
- Exports.

To monitor implementation of existing EEIPs, Sector Codes, B-BBEE Facilitator Statuses, YES initiative, as well as B-BBEE Deviations and Exemptions granted by the Minister in terms of the B-BBEE Act.

Coordinate activities to address Women and Designated Groups Empowerment by the department, through:

- Implementation of the Women Empowerment Strategy of the Department;
- Ensure alignment by the Department and Agencies with the objectives and activities of Department of Women, Youth and Persons with Disabilities.

Exercise oversight over and assist the B-BBEE Commission in executing its mandate.

Assist and work with SANAS to ensure that there is improvement in quality of B-BBEE verification and certificates.

Provide secretariat and other support to the functioning of the B-BBEE Advisory Council. The Advisory Council's existence is legislatively mandated, and one of their functions is to review progress on B-BBEE implementation. The President chairs Council while the Minister serves as the Deputy Chairperson.

Address and strengthen implementation gaps in the policy, which include the Broad-Based Black Economic Empowerment (B-BBEE) Codes of Good Practice, Sector Codes as well as Regulations taking into account current developments within the Economic Transformation landscape.

Black Industrialist Programme

The Black Industrialists Policy is a key part of government's broad industrialisation initiatives to expand the industrial base and inject new entrepreneurial dynamism in the economy as highlighted in Industrial Policy. The Black Industrialist policy complements the B-BBEE by focusing support directly at black manufacturers. It has been ten (10) years since the approval of the Black Industrialist Policy by cabinet, in 2015. In these ten years, effort has been made to position transformation of the manufacturing sectors / industrialising of the economy as a key and strategic element for economic growth.

The South African Government has prioritized efforts to reconstruct the society through the socio-economic promotion of historically marginalized sections of the population, through ensuring transformation of the patterns of asset ownership in a manner that reinforces the national objective of building an inclusive economy.

To this end, Government has embarked on a focused programme on industrialization initiatives to expand the industrial base and participation of Black Industrialists in the manufacturing activities of the economy. Thus, Black Industrialist demonstrated the successes of black South Africans in producing various products including agriculture, components, furniture, clothing and textile products, steel, chemicals and mining products. These interventions in manufacturing sectors will definitely lead to address triple challenges of poverty, inequality and poverty in our economy.

Programme resource considerations

Budget Table 9: Transformation and Competition expenditure trends by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 -2028/29	2026/27 - 2028/29
Economic Planning and Advisory	14.2	11.8	46.0	7.9	-17.6%	1.2%	8.5	8.9	9.2	4.9%	0.7%
Implementation Coordination and Competition Oversight	1 464.5	1 348.9	1 698.8	1 893.4	8.9%	95.9%	2 126.8	642.4	662.3	-29.5%	93.9%
Investment and Development	4.1	3.5	3.7	4.1	0.1%	0.2%	4.5	4.7	4.9	5.8%	0.4%
Equity and Empowerment	51.1	51.5	19.3	57.2	3.9%	2.7%	58.8	61.4	63.3	3.4%	5.0%
Total	**1 533.9**	**1 415.6**	**1 767.9**	**1 962.6**	**8.6%**	**100.0%**	**2 198.6**	**717.4**	**739.7**	**-27.8%**	**100.0%**
Change to 2025 Budget estimate				–			1 506.6	(6.6)	(16.8)		
Economic classification											
Current payments	**74.6**	**72.0**	**80.0**	**86.0**	**4.9%**	**4.7%**	**90.8**	**95.7**	**98.7**	**4.7%**	**7.8%**
Compensation of employees	55.0	52.5	51.2	66.6	6.6%	3.4%	70.5	74.6	76.9	4.9%	6.1%
Goods and services	19.6	19.4	28.8	19.4	-0.3%	1.3%	20.3	21.1	21.8	4.0%	1.7%
of which:						–					–
Communication	*0.6*	*0.5*	*0.4*	*0.5*	*-10.3%*	*0.0%*	*1.5*	*0.8*	*0.8*	*19.2%*	*0.1%*
Consultants: Business and advisory services	*3.5*	*1.5*	*4.7*	*3.5*	*-0.2%*	*0.2%*	*4.2*	*4.7*	*4.8*	*11.0%*	*0.4%*
Legal services	*12.4*	*13.7*	*16.4*	*2.1*	*-44.7%*	*0.7%*	*2.1*	*2.1*	*2.1*	*0.7%*	*0.2%*
Contractors	–	*0.2*	*0.2*	*5.2*	–	*0.1%*	*2.1*	*2.7*	*2.8*	*-18.7%*	*0.2%*
Travel and subsistence	*2.5*	*2.3*	*2.4*	*5.8*	*32.6%*	*0.2%*	*7.9*	*8.1*	*8.4*	*13.1%*	*0.7%*
Training and development	–	*0.8*	*0.2*	*0.5*	–	*0.0%*	*0.5*	*0.5*	*0.5*	*0.7%*	*0.0%*
Transfers and subsidies	**1 459.3**	**1 343.3**	**1 687.9**	**1 875.8**	**8.7%**	**95.3%**	**2 106.9**	**620.7**	**640.0**	**-30.1%**	**92.1%**
Departmental agencies and accounts	491.8	446.3	466.4	487.1	-0.3%	28.3%	496.8	516.6	532.7	3.0%	42.3%
Public corporations and private enterprises	965.5	895.0	1 221.3	1 387.0	12.8%	66.9%	1 608.4	102.3	105.5	-57.6%	49.7%
Non-profit institutions	1.7	1.7	–	1.7	-0.6%	0.1%	1.7	1.8	1.8	3.3%	0.1%
Households	0.3	0.3	0.2	–	-100.0%	0.0%	–	–	–	–	–
Payments for capital assets	**–**	**0.4**	**–**	**0.9**	**–**	**0.0%**	**0.9**	**1.0**	**1.0**	**3.7%**	**0.1%**
Machinery and equipment	–	0.2	–	0.3	–	0.0%	0.3	0.3	0.3	3.7%	0.0%

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
Software and other intangible assets	–	0.2	–	0.6	–	0.0%	0.6	0.7	0.7	3.7%	0.1%
Total	**1 533.9**	**1 415.6**	**1 767.9**	**1 962.6**	**8.6%**	**100.0%**	**2 198.6**	**717.4**	**739.7**	**-27.8%**	**100.0%**
Proportion of total programme expenditure to vote expenditure	**14.6%**	**13.6%**	**19.0%**	**17.6%**	**–**	**–**	**18.8%**	**6.8%**	**6.8%**	**–**	**–**

5.9 Programme 9: Research

a) **Purpose:** Undertake economic research that contributes to development of economic strategies, and guides economic policy narratives.

b) **Description of Sub-Programmes**

(i) **Economic Research and Policy Coordination:** Undertake economic research that contributes to the development of policy options and guides policy through consultation with stakeholders.

(ii) **Growth Path and Decent Work:** Develops and coordinates economic strategies in support of the Economic cluster, MINMEC and NEDLAC constituencies, to achieve the government's strategic priorities.

c) **Strategic focus for 2026/27**

This Programme provides services to Programmes 2 to 8. The programme will provide high-quality economic analysis, scenarios and economic modelling reports to the Economic Cluster, **the dtic** Group and the public.

The Programme aims to create a knowledge base to provide officials with research products and access to policy-relevant information.

This programme has 6 Output Indicators

The table that follows sets out more precisely the 'Outputs' and the 'Output Indicators' as well as the target for the number of specific outputs to be produced.

Outcomes, Outputs, Output Indicators and Targets

Outcome	Indicator number	Output	Output Indicator	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Industrialisation	**76**	Coordination of the ESIEID Cluster Performance on GAIN and Jobs strategies	Number ESIEID Cluster reports produced	New Indicator	New Indicator	New Indicator	New Indicator	4 ESIEID Cluster reports produced	4 ESIEID Cluster reports produced	4 ESIEID Cluster reports produced
	77	Manufacturing sector pulse reports	Number of quarterly manufacturing sector pulse reports produced	New Indicator	New Indicator	New Indicator	New Indicator	4 quarterly manufacturing sector pulse reports produced	4 quarterly manufacturing sector pulse reports produced	4 quarterly manufacturing sector pulse reports produced
	78	Trade Reports including dashboards of critical trade information	Number of Trade Reports including dashboards of critical trade information produced	New Indicator	New Indicator	New Indicator	New Indicator	4 quarterly trade Reports including dashboards produced	4 quarterly Trade Reports including dashboards produced	4 quarterly Trade Reports including dashboards produced
	79	Economic outlook reports tracking GDP performance	Number of Economic Outlook reports tracking GDP performance produced	New Indicator	New Indicator	New Indicator	New Indicator	1 Economic Outlook Report produced	1 Economic Outlook Report produced	1 Economic Outlook Report produced
	80	Evaluation reports of **the dtic** interventions	Number of evaluation reports of **the dtic** interventions produced	New Indicator	1 evaluation report	1 evaluation report	New Indicator	1 evaluation report of **the dtic** intervention produced	1 evaluation report of **the dtic** intervention produced	1 evaluation report of **the dtic** intervention produced
	81	Research Agenda of **the dtic** developed	Number of **the dtic** research agenda developed	New Indicator	New Indicator	New Indicator	New Indicator	1 dtic research agenda developed	1 dtic research agenda developed	1 dtic research agenda developed

Output Indicators: Annual and Quarterly Targets for 2026/27

Indicator Numbers	Output Indicators	Annual Target	Quarterly Targets			
			Q1	Q2	Q3	Q4
76	Number ESIEID Cluster reports produced	4	1	1	1	1
77	Number of quarterly manufacturing sector pulse reports produced	4	1	1	1	1
78	Number of Trade Reports including dashboards of critical trade information produced	4	1	1	1	1
79	Number of Economic Outlook reports tracking GDP performance produced	1	0	0	0	1
80	Number of evaluation reports of **the dtic** interventions produced	1	0	0	0	1
81	Number of **the dtic** research agenda developed	1	1	0	0	0

Explanation of planned performance over the medium-term period

The Research Branch will focus on:

- Support to the DG to enable him to co-chair the Economic Cluster effectively through coordination of implementation of strategic initiatives in line with the MTDP Apex priorities.
- Coordination of **the dtic** job creation initiatives in partnership with the industry through the dtic group interventions
- Production of Manufacturing sector pulse reports looking at key economic indicators of the sector.
- Trade Reports including dashboards of critical trade information.
- Economic Outlook reports reports tracking GDP performance.
- Conducting reviews on dtic initiatives and measures to inform evidence-based policies.

Programme Resource Considerations

Budget Table 10: Research expenditure trends by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expen-diture/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expen-diture/ Total (%)
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26		2026/27	2027/28	2028/29	2025/26 - 2028/29	2026/27 - 2028/29
Economic Research and Policy Coordination	30.6	35.3	24.7	38.9	8.4%	65.0%	37.8	39.7	41.0	1.7%	55.7%
Macroeconomic and Microeconomic Policy	9.7	10.7	9.1	12.8	9.6%	21.2%	15.0	15.5	15.9	7.6%	21.8%
Growth Path and Decent Work	8.0	3.2	3.3	12.9	17.4%	13.8%	15.4	15.9	16.4	8.4%	22.5%
Total	**48.2**	**49.3**	**37.1**	**64.6**	**10.2%**	**100.0%**	**68.3**	**71.1**	**73.3**	**4.3%**	**100.0%**
Change to 2025 Budget estimate				–			0.1	(0.2)	(1.2)		
Economic classification											
Current payments	**47.5**	**49.0**	**37.1**	**63.4**	**10.2%**	**98.9%**	**67.1**	**69.8**	**72.0**	**4.3%**	**98.2%**
Compensation of employees	35.1	32.7	31.1	44.5	8.2%	72.0%	47.3	49.3	50.9	4.6%	69.4%
Goods and services	12.3	16.3	6.0	18.9	15.4%	26.9%	19.7	20.5	21.2	3.8%	28.9%
of which:						–					–
Administrative fees	*1.3*	*1.8*	*1.4*	*5.3*	*61.0%*	*4.9%*	*3.0*	*3.1*	*3.2*	*-15.6%*	*4.4%*
Computer services	*0.1*	*0.1*	–	–	*-100.0%*	*0.1%*	*0.7*	*0.8*	*0.8*	–	*1.1%*
Consultants: Business and advisory services	*7.4*	*13.4*	*3.8*	*13.0*	*20.7%*	*18.9%*	*8.7*	*9.0*	*9.3*	*-10.7%*	*12.7%*
Consumables: Stationery, printing and office supplies	*0.3*	*0.3*	*0.3*	*0.0*	*-85.1%*	*0.5%*	*0.7*	*0.7*	*0.8*	*808.6%*	*1.0%*
Travel and subsistence	*0.1*	*0.3*	*0.2*	*0.4*	*46.0%*	*0.5%*	*4.3*	*4.5*	*4.6*	*124.7%*	*6.3%*
Venues and facilities	–	–	–	–	–	–	*0.7*	*0.7*	*0.7*	–	*1.0%*
Transfers and subsidies	**0.8**	**0.3**	**–**	**–**	**-100.0%**	**0.5%**	**–**	**–**	**–**	**–**	**–**
Households	0.8	0.3	–	–	-100.0%	0.5%	–	–	–	–	–
Payments for capital assets	**–**	**–**	**–**	**1.2**	**–**	**0.6%**	**1.2**	**1.2**	**1.3**	**3.7%**	**1.8%**
Machinery and equipment	–	–	–	0.5	–	0.3%	0.6	0.6	0.6	3.7%	0.8%
Software and other intangible assets	–	–	–	0.6	–	0.3%	0.6	0.7	0.7	3.7%	0.9%
Total	**48.2**	**49.3**	**37.1**	**64.6**	**10.2%**	**100.0%**	**68.3**	**71.1**	**73.3**	**4.3%**	**100.0%**
Proportion of total programme expenditure to vote expenditure	**0.5%**	**0.5%**	**0.4%**	**0.6%**	**–**	**–**	**0.6%**	**0.7%**	**0.7%**	**–**	**–**

Updated Key Risks

Risks to the Department are:

No.	Outcome	Key Risk	Risk Mitigation
1	Re-Industrialisation- Increased and diversified exports (including value-added services such as GBS) with African countries and other global markets.	Limited export growth and diversification due to geopolitical instability and unfavourable trade relations.	1. Undertake export promotion initiatives on the Continent to unlock AFCFTA opportunities as they are implemented. 2. Enhance efforts to promote export opportunities to new markets. 3. Prioritise exhibitions selected and augment through inward and outward buying missions based on reduced available budgets. 4. Diversify export products 5. Continuing to induce demand in the domestic market through localisation efforts. 6. Identify and resolve at least 10 key trade barriers (tariff and non-tariff) for South African businesses in strategic markets, reducing their impact within 5 years 7. Develop economic interest strategies (trade and investment packages) for another 5 strategic countries. 8. Address non-compliance of countries with the commitments they have undertaken in relevant agreements e.g. AfCFTA, SADC Trade Protocol etc.
2	Re-Industrialisation Sector partnerships and social compacts through master plans and firm/sector-level initiatives.	Lack of support from relevant stakeholders that are the custodians of supporting policy instruments to implement the National Industrial Policy.	1. Ensure industrial Policy instruments are not implemented in isolation. Ensure alignment with fiscal, energy, logistics and other related policies. 2. Secure Cross Departmental endorsements before major policy shifts 3. Institutionalise stakeholder buy-in through formalised compacts rather than unilateral policy direction 4. Continuous NEDLAC engagement: pre-legislative consultation and consensus building to avoid resistance during implementation

No.	Outcome	Key Risk	Risk Mitigation
			5. Continuous Investment and Industry engagement platforms to encourage policy certainty and building investor confidence 6. Ensure participation in the National Industrial Policy through public-Private sector compacts and masterplans even when finances are constrained to maintain stakeholder alignment
3	Re-Industrialisation Localisation, beneficiation, and industrial production initiatives.	Demand from public procurement is insufficient to stimulate local production of goods and services.	1. Continue engagement as and when needed with SOEs to encourage the use of local content. 2. Request enhancement of system to the tracking system from national treasury 3. Support national treasury in the development of the regulation for the public procurement act 4. Demand from public procurement is insufficient
4	Re-Industrialisation Investment mobilisation initiatives to increase the level, quality and impact of investment.	Investors dis-invest in South Africa for more attractive pastures	1. Work with security and law enforcement operators to mitigate these key messages on law enforcement, presence and prosecution progress 2. Place more focus on market diversification, supply chains, and engaging new potential investment partners 3. Monitor global developments and direct investment attraction strategies towards new and more stable markets 4. Strengthen intergovernmental coordination with key departments to support the implementation of the National Infrastructure Plan 5. Stay ahead of global developments and help investors navigate disruptions by identifying alternative markets, routes, and opportunities.
5	Job Creation Stabilisation of sectors in distress to sustain existing jobs and protect current industrial capabilities which are hard and	Economic regression/stagnation	1. Conclude formal Skills compacts between industry Masterplans and SETs (Link dtic incentives to mandatory skills development outcomes and prioritise technical, digital, artisan skills aligned to industrial sectors)

No.	Outcome	Key Risk	Risk Mitigation
	sometimes impossible to replace while building capabilities in the new green and digital sectors.		2. Establish a Rapid Skills Development Facility (through Productivity SA and UIF partnerships) Also provide short-term targeted upskilling for distressed firms within 3-9 months. 3. Establish a Barrier to Entry Review Task team within **the dtic** branches and annually identify top 10 sector specific entry barriers to deal with or to remove/ streamline 4. Industrial Competition Policy Integration: Strengthen collaboration with the Competition Commission and Tribunal to proactively target highly concentrated sectors for market inquiry and structural remedies 5. Ringfence a portion of industrial finance specifically for first time manufacturers, township and rural enterprise 6. Enhanced KPIs for Invest SA to measure conversion rate from leads to committed investment to operational investment 7. Introduce fast strategic investment turnaround times for approval of projects above a defined threshold. 8. Review funding and shift from disbursement based to outcomes-based funding where the funding trenches will be tied to reverified jobs created, export performance 9. Introduce a post funding job retention tracking that will allow incentives to focus on tracking long term employment instead of short-term employment 10. Prioritise sectors with high employment multipliers (manufacturing, Agro processing, GBS, Green Economy value chains) 11. Expand distress funding window by strengthening coordination with the IDC, NEF and simplify the eligibility criteria for working capital relief

No.	Outcome	Key Risk	Risk Mitigation
			12. Introduce quick turnaround strategy for approval of distressed funding applications
6	Job Creation Provision of work opportunities to alleviate immediate unemployment	Lack of enabling conditions for companies to provide work opportunities	Secure additional funding for Incentives such as GBS that have the potential to create youth jobs
7	Job Creation In partnership with the private sector, **the dtic** Group will play a catalytic role in stimulating investment and growth in emerging sectors characterised by innovation and high potential such as green hydrogen, hemp, and global business services (GBS)	Inadequate/low buy-in to dtic emerging sector programs	1. Introduce blended finance packages in partnership with IDC and NEF 2. Ring-fence Strategic sector funding by prioritising emerging sectors in budget allocation
8	Transformation Employment and ownership: Expanding economic opportunities through waged work, self-employment, and the social economy, promoting ownership that is more equitable (black industrialists, women, youth, worker ownership, and small businesses) and worker empowerment	Slow progress in transformation and inclusion	1. Stakeholder Awareness and Consultation 2. Implementation of the EEIP, SEF and other competition interventions 3. Annual compliance report by the BEE commission 4. Advocate for the increase in black ownership schemes in the BEE Policy implementation 5. Negotiating public interest commitment in mergers and acquisitions, the EEIP programme and the Black Industrialist Scheme to include job creation targeted at youth. 6. Negotiating public interest commitment in mergers and acquisitions to include participation of Black-owned, youth-owned and women-owned SMMEs in ownership schemes or supplier development commitments.

No.	Outcome	Key Risk	Risk Mitigation
			7. Included SSME analysis for all impact evaluations on applicable incentive programmes 8. Review of applicable Incentive Guidelines to increase access to SMMEs 9. Outreach workshops/webinars that target SMMES and provide information on applicable incentives
9	Capable State Building strong institutional capacities in **the dtic** and streamlining its work, reviewing programmes to determine their impact and relevance, and strengthening forensic capacity under **the dtic** shared services programme in its commitment against fraud and corruption	Inadequate capacity and capabilities to deliver on the mandate	Approval & implementation of the new structure
10	Capable State Building strong institutional capacities in **the dtic** and streamlining its work, reviewing programmes to determine their impact and relevance, and strengthening forensic capacity under **the dtic** shared services programme in its commitment against fraud and corruption	Poor organisational culture	1. Conduct Organisational culture survey 2. Commencement with Implementation of Recommendations
		Threat of cyber Attacks and recovery from actual Cyber attacks	1. Review cybersecurity controls 2. Implement a cloud-based awareness training platform with the ability to perform phishing tests within **the dtic** 3. Implement a security partner with a SOC to monitor Access controls on critical infrastructure within the department Establish a Cyber Security Score as an indication of the level of Cyber Security strength.
		Inability to fill positions timeously	1. Capacitation of the recruitment office 2. Appointment of Director: OD&T

No.	Outcome	Key Risk	Risk Mitigation
			3. Escalation of delays with DPSA approvals to the minister
11	Capable State Entities: Building the entity staffing, governance capacity, and quick response; developing shared services; and rationalisation of functions and integration of work between entities and with the department	Poor governance and oversight of entities	1. Finalise consultations on draft oversight policy and submit for approval 2. Resuscitate the Line Managers' Forum and schedule bi-monthly meetings 3. Follow up to ensure that all Shareholder Reps submit reports monthly 4. Develop the performance guideline for board assessment and the ToR for the appointment of a panel of service providers and submit to the DG 5. Make follow-ups on the implementation of recommendations with respect to audit findings 6. Discuss and agree on the revised assessment template with Branches 7. Engage the DG and CoS on the matter. 8. Bring forward reporting dates, engage Branches and develop a compliance calender for the year. 9. Engage the DG and CoS .
12	Capable State Smart regulation: Address red tape and compliance in internal processes and in legislation and regulations; enable fit-for-purpose regulations.	Increased red tape and the impact on economic activity	Stakeholder consultations or engagements as and when there is resistance or need for consultation.
13	Capable State Coordination within the department and with other parts of the state: Ensuring effective support functions from other	Lack of collaboration and integration across the three spheres of government	Engage in Structured platforms like CEOs FORUM and MinMeC

No.	Outcome	Key Risk	Risk Mitigation
	public entities to achieve **the dtic** outcomes.		

6. Public Entities

Name of Public Entity	Mandate	Outcomes	Annual Budget (2026/27)
Companies and Intellectual Property Commission (CIPC)	Companies Act, 2008 (Act No. 71 of 2008), as amended	Improved regulatory environment conducive for consumers and companies as well as providing access to redress	Government grant: - Own generated Income: 756 444 000 **Total revenue: 756 444 000**
Export Credit Insurance Corporation (ECIC)	Export Credit and Foreign Investments Insurance Act, 1957 (Act No. 78 of 1957)	Promote the growth of exports in the economy as a generator of jobs and contributor to GDP growth	Government grant: 173 600 000 Own generated Income - premiums: 282 868 000 - investment income: 620 371 000 **Total revenue: 1 076 839 000**
National Consumer Commission (NCC)	Consumer Protection Act, 2008 (Act No.68 of 2008)	Improved regulatory environment conducive for consumers and companies as well as providing access to redress	Government grant: 73 410 000 Own generated Income Interest income: 5 079 000 **Total revenue: 78 489 000**
National Consumer Tribunal (NCT)	National Credit Act, 2005 (Act No.	Improved regulatory environment	Government grant: 55 269 000 Own generated Income: 43 515 000

Name of Public Entity	Mandate	Outcomes	Annual Budget (2026/27)
	34 of 2005), as amended	conducive for consumers and companies as well as providing access to redress	**Total revenue** **98 787 000**
Companies Tribunal (CT)	Companies Act, 2008 (Act No. 71 of 2008), as amended	Improved regulatory environment conducive for consumers and companies as well as providing access to redress	Government grant 33 085 000 Rent Waived 3 283 940 Own generated Income (Interest received) 996 916 **Total revenue** **37 365 856**
National Credit Regulator (NCR)	National Credit Act, 2005 (Act No. 34 of 2005), as amended	Improved regulatory environment conducive for consumers and companies as well as providing access to redress	Government grant 84 021 000 Own generated Income 70 315 493 **Total revenue** **154 336 493**
National Empowerment Fund (NEF)	National Empowerment Fund Act, 1995 (Act No. 105 of 1995)	Increased and enhanced instruments for spatial development	Government grant - Own generated Income 630 614 787 **Total revenue** **630 614 787**

Name of Public Entity	Mandate	Outcomes	Annual Budget (2026/27)
		of targeted regions and economic transformation	
National Gambling Board (NGB)	National Gambling Act, 2004 (Act No. 7 of 2004)	Improved regulatory environment conducive for consumers and companies as well as providing access to redress	Government grant: 36 997 000 Own generated Income: 243 122 945 **Total revenue: 280 119 945**
National Lotteries Commission (NLC)	National Lotteries Act, 1997 (Act No. 57 of 1997)	Improved regulatory environment conducive for consumers and companies as well as providing access to redress	Government grant: - Own generated Income: 2 905 393 **Total revenue: 2 905 393**
National Metrology Institute of South Africa (NMISA)	Measurement Units and Measurement Standards Act, 2006 (Act No. 18 of 2006)	Increased industrialisation through the development of Master Plans in national priority sectors	Government grant: 169 841 000 Own generated Income (includes investment income of R8m): 37 862 000 **Total revenue: 207 703 000**

Name of Public Entity	Mandate	Outcomes	Annual Budget (2026/27)
National Regulator for Compulsory Specifications (NRCS)	National Regulator for Compulsory Specifications Act, 2008 (Act No. 5 of 2008)	Increased industrialisation through the development of Master Plans in national priority sectors	Government grant: 153 522 000 Own generated Income: 399 851 000 **Total revenue: 553 373 000**
South African Bureau of Standards (SABS)	Standards Act, 2008 (Act No. 8 of 2008)	Increased industrialisation through the development of Master Plans in national priority sectors	Government grant: 316 929 000 Own generated Income: 699 705 000 **Total revenue: 1 016 634 000**
South African National Accreditation System (SANAS)	Accreditation for Conformity Assessment, Calibration and Good Laboratory Practice Act, 2006 (Act No. 19 of 2006)	Increased industrialisation through the development of Master Plans in national priority sectors	Government grant: 29 706 000 Own generated Income: 132 517 000 **Total revenue: 162 223 000**
Competition Commission	Competition Act, 1998 (Act No. 89 of 1998)	It investigates mergers and/ or anti-competitive conduct and reflects its findings to the Competition	Government grant: 452 987 000 Own generated Income: 98 302 000 **Total revenue: 551 289 000**

Name of Public Entity	Mandate	Outcomes	Annual Budget (2026/27)
		Tribunal for a decision	
Competition Tribunal	The Competition Amendment Act (Act No. 18 of 2018)	Adjudicates on mergers and prohibited practice cases that involve anti-competitive outcomes achieved either through co-ordinated conduct between competing firms or through unilateral conduct by a dominant firm	Government grant: 43 822 000 Own generated Income: 25 154 599 **Total Revenue: 68 976 599**
Industrial Development Corporation (IDC)	The Industrial Development Corporation Act, 1940 (Act 22 of 1940)	Plays strategic role of supporting economic transformation by promoting economic empowerment of historically disadvantaged communities and persons.	Government grant: Own generated Income: 24 352 275 255 **Total revenue: 24 352 275 255**

Name of Public Entity	Mandate	Outcomes	Annual Budget (2026/27)
International Trade Administration Commission (ITAC)	The International Trade Administration Act, 2002 (Act No. 71 of 2002)	Creation of fair-trade conditions that will boost South Africa's economic development and growth. ITAC comprises three core business units, namely Tariff Investigations, Trade Remedy Investigations and Import and Export Control	Government grant: 122 855 000 Own generated Income: 4 330 000 **Total revenue: 127 185 000**
Takeover Regulation Panel (TRP)	Companies Act, 2008 (Act No. 71 of 2008), as amended read with Companies Regulations 2011, as amended from time to time	To maintain the integrity of the marketplace and ensure fairness to the shareholders of regulated companies.	Government grant: - Own generated Income: 38 394 597 **Total revenue: 38 394 597**

7. Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project Start date	Project completion date	Total Estimated cost	Current year expenditure	Longitude (East/ West/+X)	Latitude (North/ South/-Y)
0	0	0	0	0	0	0	0	0	0	0

- No infrastructure projects planned for the 2026/2027 financial year .

8. Public-Private Partnerships

the dtic has a PPP agreement for office accommodation in operation for a period of 25 years. The agreement commenced in August 2003, and provides for the designing, financing, building, operating/maintaining and transferring of **the dtic**'s campus. This fully serviced office accommodation is provided to **the dtic** and one other government department, as well as some public entities located on the campus. As part of the Public-Private Partnership (PPP) the concessionaire will, for the duration of the contract period, own and maintain assets such as the equipment, buildings, improvements on the land and the majority of the furniture. Departmental assets excluded from this agreement include departmental vehicles; computer equipment and certain furniture items such as may be in the regional offices.

The following table reflect the dtic Public Private Partnerships:

Public Private Partnerships

PPP Name	Purpose	Outputs	Current Value of Agreements	End Date of Agreements
the dtic campus PPP	Fully serviced office accommodation for **the dtic**	Design, finance, build, operate and transfer of **the dtic** campus	870 000 (NPV at financial close)	August 2028

9. Part D: Technical Indicator Descriptors (TIDs)

Programme 1: Administration

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

2. Indicator Title	Percentage (%) spent on procurement towards youth owned businesses
Definition	Contributing to this specific output by way of reporting on the total % spent on procurement i.e., tenders and RFQs spent towards youth owned businesses
Source of data	Orders issued by SCM, Centralised Supplier Database and B-BBEE certificates
Method of Calculation or Assessment	% spent on procurement i.e., tenders and RFQs spent towards Youth owned businesses
Means of verification	Report signed by Senior Manager indicating orders issued
Assumptions	% spent on procurement i.e., tenders and RFQs spent towards Youth owned businesses
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	% spent on procurement towards Youth owned businesses
Reporting Cycle	Quarterly
Desired performance	Target met
Indicator Responsibility	CFO

3. Indicator Title	Percentage (%) spent on procurement towards PWD owned businesses
Definition	Contributing to this specific output by way of reporting on the total % spent on procurement i.e., tenders and RFQs spent towards PWD owned businesses.
Source of data	Orders issued by SCM, Centralised Supplier Database and B-BBEE certificates
Method of Calculation or Assessment	% spent of all procurement i.e., tenders and RFQs spent towards PWD owned businesses
Means of verification	Report signed by Senior Manager indicating orders issued
Assumptions	% spent on procurement i.e., tenders and RFQs spent towards PWD owned businesses
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	% spent on procurement towards PWD owned businesses
Reporting Cycle	Quarterly
Desired performance	Target met
Indicator Responsibility	CFO

4. Indicator Title	Level of B-BBEE recognition achieved
Definition	Measures the department's B-BBEE level status achieved (based on the 2025-26 certificate issued) as verified by an accredited verification agency on the Specialised Scorecard
Source of data	B-BBEE verification certificate issued by an accredited agency
Method of Calculation or Assessment	Quantitative assessment based on the total points achieved across the four specialised scorecard elements of Management Control, Skills Development, Enterprise and Supplier Development, and Socio-Economic Development divided by the total available points in the Specialised Scorecard.
Means of verification	B-BBEE certificate issued by an accredited verification agency on the Specialised Scorecard, verification report(s)
Assumptions	All four elements in the specialised scorecard are supported by documented evidence
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non- Cumulative
Reporting Cycle	Annually (upon receipt of the final verification certificate)
Desired performance	Achieve level 3
Indicator Responsibility	CFO

5. Indicator Title	Level of audit outcome attained
Definition	This indicator measures the attainment of a clean audit where the department obtains an unqualified audit report with no material findings on the financial statements, performance information or compliance with legislation.
Source of data	Audit report issued by AGSA
Method of Calculation or Assessment	Verification of the audit opinion (verify if unqualified with no material findings, unqualified with material findings, qualified or disclaimer)
Means of verification	Final Audit report issued by AGSA
Assumptions	The department's Annual Financial Statements (AFS) and Annual Performance Report (APR) are submitted on the due date, and are free from material misstatements
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annually (after the conclusion of the audit process)
Desired performance	Clean audit report or outcome
Indicator Responsibility	CFO

6. Indicator Title	Percentage (%) of creditors payments made within target timeframes
Definition	It is the percentage of creditors' payments processed within the target timeframes and in line with PFMA requirements. It tracks the department's commitment to the set timeframes as per the requirements of the PFMA
Source of data	BAS
Method of Calculation or Assessment	Date logged at help desk until date authorized on BAS system
Means of verification	Monthly reports on payment statistics
Assumptions	Cumulative
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly and annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	Directorate: Financial Accounting

7. Indicator Title	Percentage of secured funding activated for implementation within the financial year
Definition	Measures the proportion of secured funding that has been approved, complied with all regulatory requirements, and made available for implementation.
Source of data	Approved funding agreements / MOAs, National Treasury allocation letters, Internal approval document.
Method of Calculation or Assessment	Percentage of secured funding activated = $\frac{\text{Total value of funding activated}}{\text{Total value of funding secured}} \times 100$ **Secured funding** = funds externally secured and formally committed through signed agreements , excluding voted funds **Activated funding** = secured funds that have met all approval, compliance, and system availability requirements
Means of verification	Monthly/quarterly financial and non-financial reports Signed funding agreements / MOAs Internal and external approval letters Funding will only be counted as activated when all defined criteria (approval, compliance, system availability, and implementation readiness) are met
Assumptions	All secured funding is formally documented and recorded
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly and annually
Desired performance	To achieve a high proportion of secured funds activated, ensuring minimal idle funds and improved readiness for implementation, while maintaining full compliance with financial management prescripts and governance requirements.
Indicator Responsibility	CFO

8. Indicator Title	Percentage (%) of entities achieving 80% performance
Definition	The percentage of the entities that achieve a minimum of 80% of their targets
Source of data	Quarterly performance information received from **the dtic** entities.
Method of Calculation or Assessment	Number of entities achieving a minimum of 80% performance against their APP
Means of verification	Quarterly performance reports from **the dtic** 30 days after the end of each quarter.
Assumptions	All entities will submit their quarterly performance reports.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Target met
Indicator Responsibility	Chief Director: Operations & Projects

9. Indicator Title	Percentage (%) reduction of the vacancy rate of funded posts
Definition	Percentage of funded vacancies filled
Source of data	PERSAL Reports
Method of Calculation / Assessment	No of funded vacancies filled/Total number of funded vacancies x 100
Means of Verification	PERSAL Reports
Assumptions	Budget availability
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Percentage
Reporting Cycle	Quarterly
Desired performance	2.5% reduction of the vacancy rate
Indicator Responsibility	DDG: Corporate Management Services Branch

10. Indicator Title	Percentage (%) of Incentives systems digitalised
Definition	Percentage of Incentives systems automated
Source of data	Project Plan
Method of Calculation / Assessment	Number of Incentives systems automated/Total number of Incentives systems x 100
Means of Verification	Project Plan Reports
Assumptions	Budget availability and approval of service provider
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Percentage
Reporting Cycle	Quarterly
Desired performance	100% of Incentives systems automated
Indicator Responsibility	DDG: Corporate Management Services Branch

Programme 2: Trade

11. Indicator Title	Number of non- SADC countries that have started trading under the AfCFTA
Definition	This indicator measures South Africa's progress in implementing the AfCFTA through expanded non-SADC country participation to enable increased trade in goods and services.
Source of data	Notifications from the AfCFTA Secretariat of the countries that have gazetted their offer and thereby are ready to start trading under the AfCFTA
Method of Calculation or Assessment	Quantitative, simple count
Means of verification	Letters to National Treasury to request SARS to add countries to the Excise Act Government Gazettes published by SARS including new countries that have concluded legal processes into the SA Customs and Excise Act
Assumptions	Countries complete their legal processes and gazette their offer. Notification of gazette/domestication receved from the AfCFTA or implementing State Parties
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Bi-annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

12. Indicator Title	Percentage (%) of SACU tariff lines covered by preferential market access for AfCFTA implementing countries, subject to reciprocity
Definition	This indicator measures South Africa's progress in implementing the AfCFTA through the finalisation of the SACU 10% tariff offer to enable increase trade in goods.
Source of data	Approved Draft SACU offer
Method of Calculation or Assessment	Quantitative, simple count
Means of verification	Decision of the SACU Council of Ministers regarding 10% tariff offer SACU 10% tariff offer (7% sensitive products and 3% excluded products) submitted to the AfCFTA secretariat
Assumptions	SACU is able to agree on a common tariff offer. SACU offfer is adopted by the SACU Council of Ministers SACU offer is verified as compliant and adopted by the AfCFTA Council of Ministers and recommended for adoption by the AU Heads of State and Government
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Bi-annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

13. Indicator Title	Number of AfCFTA Protocols ratified
Definition	This indicator measures South Africa's progress in operationalising the AfCFTA through ratification of Phase II Protocols to enable increased trade in goods and services.
Source of data	Adoption of the outstanding Annexes to the Protocols by the African Union Assembly of Heads of State and Government
Method of Calculation or Assessment	Quantitative, simple count
Means of verification	Cabinet Memorandum on the Protocol on Digital Trade submitted to Cabinet for approval and subsequent ratification by Parliament
Assumptions	Cabinet recommenation and Parliamentary approval (NA and NCOP) approval for the ratification of the Protocol on Digital Trade. Negotiations on the outstanding Annexes to the remaining Protocols finalised and adopted by the African Union Assembly of Heads of State and Government.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Bi-Annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

14. Indicator Title	Number of economic interest strategies for key trading partners or regions finalised
Definition	This indicator measures the finalisation of economic interest strategies for key trading partner or regions.
Source of data	Outcomes of bilateral engagements (e.g. Bi-National Commissions, State Visits and Business Forums) with key trading partners which will need to be included in updating economic interest strategies Existing Country profiles and strategies
Method of Calculation or Assessment	Quantitative, simple count Cumulative
Means of verification	Economic interest strategy for 5 key trading partners approved by the Chief Director and implementation plans adopted
Assumptions	Sufficient economic data and information is available to draft the strategy SA economic interests included in the respective trading arrangments
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Quarterly
Desired performance	Actual performance meets targeted performance
Indicator Responsibility	DDG: Trade Branch

15. Indicator Title	Number of economic interest strategies for key trading partners or regions implemented over the MTDP
Definition	This indicator measures the implementation of economic interest strategies for key trading partner or regions.
Source of data	Economic interest strategies approved by the DDG
Method of Calculation or Assessment	Quantitative, simple count (Cumulative over the MTDP period)
Means of verification	Reports on implementation of economic interest strategies for 11 trading partners (cumulative over the MTDP period) approved by the CD
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Annually
Desired performance	Actual performance meets targeted performance
Indicator Responsibility	DDG: Trade Branch

16. Indicator Title	Number of trade barriers resolved on priority products per trade agreement in order to increase the utilisation rate of trade existing agreements
Definition	This indicator measures the number of trade barriers resolved on priority products in order to increase the utilisation of existing trade agreements
Source of data	Trade barriers reported by industry either through the Country Focal Point (SADC Desk or Business Unity SA) , Export Councils or via the dtic website
Method of Calculation or Assessment	Quantitative, simple count
Means of verification	Report approved by the Chief Director indicating the number of trade barriers resolved faced by SA exporters under the various trade agreements
Assumptions	Trade barriers are identified (either proactively by the Branch or reported by industry) Products to be prioritized to increase utilization of trade agreements are to be identified by Export and Sector Branches based on competitiveness
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Bi - annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

17. Indicator Title	Number of Investment Framework Agreements signed with priority trading partners to improve the business climate to attract investment
Definition	This indicator measures the investment frameworks agreements signed with priority partners to strengthen the investment policy environment and promote investment cooperation
Source of data	Draft text exchanged with the relevant trading partners Records of bilateral engagements with the relevant trading partner
Method of Calculation or Assessment	Quantitative, simple count
Means of verification	Investment Framework Agreements negotiated and signed with the priority trading partners (Brazil, Canada and Switzerland, UAE or South Korea) ,
Assumptions	Partners agreed to negotiated text Global conflicts (e.g. Middle East) does not become a challenge to signing the agreements
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

18. Indicator Title	Number of market access issues agreed under the existing SACUM-UK EPA
Definition	This indicator measures the number of agreed improvements to market access for South African exports under the SACUM-UK EPA
Source of data	Requests submitted to the UK on increased tariff rate quota volumes for wine, sugar and canned fruit and their response Request submitted to the UK on proposed amendment of wine split between bottled and bulk and their response. Request submitted to the UK on extended cumulation/derogation of RoO to enable EV and hybrid exports to UK and their response. Request submitted to the UK on additional GI name for SA to be protected under GI Protocol and their response.
Method of Calculation	Simple count
Means of verification	Report on the 4 agreed market access issues (1) increased market access for wine, sugar and canned fruit by increasing the volume of the Tariff Rate Quotas under the SACUM-UK EPA, (2) the implementation of the amendments to wine split (3) derogation/cumulation for batteries on hybrids and EVs (4) additional SA wine GIs protected under the SACUM-UK EPA
Assumptions	UK agrees to the four proposed issues For purposes of this indicator, one market access issue refers to a formally agreed amendment, derogation, or decision adopted by the Joint Council/Committee under the relevant EPA
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

19. Indicator Title	Number of market access issues agreed under the existing SADC-EU EPA
Definition	This indicator measures the number of agreed issues to improvements market access for South African exports under the SADC-EU EPA
Source of data	Requests submitted to the EU on increased tariff rate quota volumes for wine, sugar and canned fruit and their response Request submitted to the EU on proposed amendment of wine split between bottled and bulk and their response. Existing agreement by the EU on extended cumulation/derogation of RoO to enable EV and hybrid exports to EU Request submitted to the EU on additional GI name for SA to be protected under GI Protocol and their response.
Method of Calculation	Simple count
Means of verification	Report on the 3 agreed market access issues (1) increased market access for wine, sugar and canned fruit by increasing the volume of the Tariff Rate Quotas under the SADC-EU EPA, (2) the implementation of the amendments to wine split (3) additional SA wine GIs protected under the SADC-EU EPA
Assumptions	EU agrees to the 3 proposed issues For purposes of this indicator, one market access issue refers to a formally agreed amendment, derogation, or decision adopted by the Joint Council/Committee under the relevant EPA.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Bi-annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

20. Indicator Title	Cumulation with the EU implemented to increase market access for hybrids and EVs
Definition	This indicator measures the implementation of the cumulation for hybrids and EVs under the EPA as agreed with the EU
Source of data	Agreed cumulation for hybrids and EVs under the EU EPA
Method of Calculation	Simple count
Means of verification	Report on the implementation of cumulation for hybrids and EVs.
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Bi-annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

21. Indicator Title	Early Harvest Agreement under the CAEPA with China signed to expand market access for SA goods
Definition	This indicator measures the finalisation of negotiations and signature of the Early Harvest under the CAEPA with China
Source of data	Draft Early Harvest Agreement negotiated with China under the Economic partnership Agreement (CAEPA)
Method of Calculation	Simple count
Means of verification	Early Harvest Agreement under the Economic partnership Agreement (CAEPA) signed
Assumptions	China agrees to the negotiated text under the Early Harvest Agreement Products to be prioritised for unilateral preferential market access under CAEPA to be identified by Exports Branch
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

22. Indicator Title	Number of trade barriers resolved for priority products under the CAEPA with China
Definition	This indicator measures the resolution trade barriers for priority products under the CAEPA with China
Source of data	Trade barriers reported by industry (through Business Unity SA, Export Councils or via the dtic website)
Method of Calculation	Simple count
Means of verification	Report on trade barriers resolved approved by the CD
Assumptions	Trade Barriers (Tariff and Non-Tariff Barriers) are identified and reported Products to be prioritised for unilateral preferential market access under CAEPA to be identified by Exports Branch
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Bi-annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

23. Indicator Title	Trade Agreement signed with the USA to preserve predictable market access for SA goods
Definition	This indicator measures the negotiation and signing of a Trade Agreement with the US
Source of data	Briefings on status of negotiations with the US on the Trade Agreement Exchange of text in negotiating of tariffs under the Trade Agreement
Method of Calculation	Simple count
Means of verification	Trade Agreement signed with the US
Assumptions	Engagements take place with US and trade agreement is agreed
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

24. Indicator Title	Preferential Trade Agreement with India signed to expand market access for SA goods concluded
Definition	This indicator measures the successful negotiation and signing of a PTA as a concrete output toward expanding trade, investment, and economic cooperation between SACU and India.
Source of data	Draft PTA text and exchange of text on PTA between SACU and India Minutes of meetings between SACU and India
Method of Calculation	Simple count
Means of verification	SACU Council minutes indicating the approval to sign a PTA with India Preferential Trade Agreement between SACU and India signed.
Assumptions	SACU agrees to the negotiated text under the PTA India agrees to the negotiated text under the PTA
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

25. Indicator Title	Regional value chain frameworks for the automotive sector approved by SACU Council
Definition	This indicator measures the regional value chains frameworks for the autos sector approved by SACU Council
Source of data	SACU concept note on autos value chains Consultations with domestic industry and mapping of value chain opportunities
Method of Calculation	Simple count
Means of verification	SACU Council minutes approving the regional value chains framework on autos
Assumptions	Regional value chain on autos developed and approved by SACU Council of Ministers Items for complementary trade in autos sector is directed by the Sectors Branch (parts, components etc)
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Bi-annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

26. Indicator Title	SACU-Egypt-Algeria Automotive Industrial Partnership Agreement signed to promote complementary trade
Definition	This indicator measures the conclusions and signature of Automotive Industrial Partnership agreement between SACU-Egypt-Algeria
Source of data	Draft MOU with Egypt and Algeria on autos regional value chain
Method of Calculation	Simple count
Means of verification	MOU with Egypt and Algeria on autos regional value chain signed SACU-Egypt-Algeria Automotive Industrial Partnership Agreement signed
Assumptions	Regional value chain on autos developed and agreed by SACU Council of Ministers Items for complementary trade in autos sector is directed by the Sectors Branch (parts, components etc)
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Simple count
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG Trade Branch

Programme 3: Investment and Spatial Industrial Development

27. Indicator Title	Rand value of verified investments attracted in the economy
Definition	This covers pledges announced at the South African Investment Conferences; investments promoted and facilitated for SA, settlement agreements or conditions in M&A or other competition areas; reciprocal commitments in trade measures; counterparty investment plans for all incentive programmes across **the dtic**-group, commitments unlocked through masterplans and BEE programmes such as EEIP, investments covered by **the dtic** and other government departments These also include attracting greenfield and brownfield investments in targeted sectors and countries, **including in** the following strategic areas: Electric vehicles; Battery and Energy storage; Renewable energy components; Automotive and electro-technical components; Digital economy and critical Minerals; and key priority sectors New investments or expansions in productive capacity, in partnership with the Sectors branch, to localise the manufacture of transmissions and electro-technical components in South Africa. Attract investment and expand domestic companies in partnership with sector branches to localise transmission and electro technical components manufacturing in SA, by identifying and targeting companies in the electro technical industry globally to attract investment in manufacturing in SA.) Promote Joint ventures and technology transfers. Build local supply chains to be located in SEZ's and Industrial Parks Facilitate an enabling environment for businesses to grow through Retention and Aftercare Programmes. **Promote investments into SEZs and Industrial Parks,** **ITO reporting - the SEZ ACT and the SEZ Advisory board ITO of quarterly reporting govern SEZs (hence delay in reporting)** Facilitate investment in energy generation infrastructure as well as in transmission infrastructure. Contribute to localising the renewable energy value chain through investment attraction and expansion in relevant components. Support intergovernmental
Source of data	Emails, correspondence exports and SAIC pledges
Method of calculation	Simple count
Means of verification	Project reports, timesheets, letters, meeting minutes or email correspondence,
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded
Indicator responsibility	DDG Investment and Spatial Industrial Development

28. Indicator Title	Number of Special Economic Zones designated to catalyse industrialization, focusing on the New Industrial Policy Sectors
Definition	Counts the number of SEZs designated and gazetted, with sectoral focus aligned to the New Industrial Strategy. It tracks government's progress in spatially targeting industrial development through SEZs that support priority sectors. It ensures alignment between infrastructure investment, industrial policy, and economic transformation objectives. The core priority sectors identified is, Energy, Logistics & Freight, Mining & Mineral Beneficiation, Automotive & New Energy Vehicles (NEVs), Green Economy & Manufacturing, Agro-processing & Agriculture: Digital Economy & ICT: New SEZ designations will be utilising the new model derived from the Spatial Industrial Development (SID) Strategy. The designation will be done in line with sections 23 and 24 of the SEZ Act 16 of 2014, with priority given to the North West Province, Northern Cape and Gauteng.
Source of data	Concept Notes, Feasibility Studies, Engagements with investors and stakeholders
Method of Calculation or Assessment	Simple count
Means of verification	Meeting Minutes, Business Case for Designation, Designation Submissions, Gazette Notice
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative of the MTEF
Reporting Cycle	Annual
Desired performance	Target achieved exceeded
Indicator Responsibility	DDG Investment and Spatial Industrial Development

29. Indicator Title	Number of Special Economic Zones operationalized
Definition	The number of previously non-operational Special Economic Zones that have been transitioned into full operation, with an infrastructure masterplan developed, a capacitated SEZ operator in place and at least one investor established operating.
Source of data	Application Letters, Business plans, correspondence with SEZ entities and provinces, MoUs,
Method of Calculation or Assessment	Simple count
Means of verification	Project reports or programme reports or meeting minutes or emails or templates or correspondence, , MoUs, Land Lease agreements
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Annual
Desired performance	Target achieved exceeded
Indicator Responsibility	DDG Investment and Spatial Industrial Development

30. Indicator Title	Number of strategic land parcels secured for trade logistics hub
Definition	Counts the number of land parcels secured and earmarked for development of trade hub. Indicator tracks progress in unlocking and preparing land for strategic infrastructure and industrial development along key trade corridors. Securing land is a critical enabler for logistics efficiency, industrial clustering, export growth, and regional economic integration. A "trade and logistics hub" refers to an integrated facility that may include: Freight terminals (road, rail, air, or port-linked) Warehousing and distribution centres Value-added logistics services (e.g. packaging, cold storage, consolidation)
Source of data	Application Letters, Business plans, correspondence with SEZ entities and provinces, MoUs,
Method of Calculation or Assessment	Simple count
Means of verification	Project reports or programme report or meeting minutes or emails correspondence, MoUs, Land Lease agreements
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Annual
Desired performance	Target achieved exceeded
Indicator Responsibility	DDG Investment and Spatial Industrial Development

31. Indicator Title	Number of learners trained in various industry-related skills within industrial zones
Definition	The number of learners who have attended or completed accredited or industry-recognised training programmes in priority skills areas within designated industrial zone skill and digital hubs. The indicator tracks progress in building a skilled workforce to support industrialisation. It ensures that industrial spaces are not only sites of production but also hubs for skills development, enhancing employability and supporting sector growth.
Source of data	Reports, Attendance registers, minutes of the meetings, emails, MoUs
Method of Calculation or Assessment	Simple count
Means of verification	Signed MOUs or agreements, official letters, partnership frameworks, and implementation reports
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	N/A
Reporting Cycle	Annual
Desired performance	Meet or exceed the target
Indicator Responsibility	DDG: Investment and Spatial Industrial Development; Industrial Zones Programme, SEZ Entity Operators

32. Indicator Title	Number of industrial parks revitalised into competitive infrastructure platforms to support sector diversification in marginalised areas
Definition	Industrial parks upgraded into competitive infrastructure platforms for supporting diversified sectors (in agro-processing; digital / ICT clusters; light engineering services; artisans incubation support; EV innovation; etc.) and linked to value chains in township & rural areas and their enterprises, under the new model of implementation
Source of data	Reports, correspondence from companies, emails, Reports from Provincial DFIs
Method of Calculation or Assessment	Simple count
Means of verification	Project reports or programme report or meeting minutes or email correspondence
Assumptions	
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target achieved exceeded
Indicator Responsibility	DDG Investment and Spatial Industrial Development

33. Indicator Title	Number of jobs to be created through industrial development
Definition	Counts the number of direct employment opportunities generated as a result of industrial development initiatives, including Special Economic Zones (SEZs), industrial parks, and strategic industrial projects. The indicator measures the contribution of industrial development programmes, such as SEZs and Industrial Parks to employment creation. It is a key metric for assessing the socio-economic impact of government interventions aimed at promoting industrialisation, inclusive growth, and poverty reduction This includes job created through secured investments and dtic family funded projects will be considered **NB: SEZs are reporting information 30 days after the end of their respective quarter, hence there will be a delay in reporting before the end of the department's quarter.** **The figures that will be reported from the previous quarter of respective SEZ's(a Lag)**
Source of data	Reports, letters, email correspondence from companies, IPs, SEZs, DFIs
Method of Calculation or Assessment	Cumulative
Means of verification	Reports, letters, email correspondence
Assumptions	Jobs secured through SEZs, Investment conference and Industrial Parks
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	Actual performance meets targeted performance
Indicator Responsibility	DDG Investment t and Spatial Industrial Development

Programme 4: Sectors

34. Indicator Title	Percentage (%) increase in domestic manufacturing growth
Definition	Measures the year-on-year percentage growth in the total domestic manufacturing output across targeted industrial sub-sectors supported by **the dtic**. The indicator reflects the change in the aggregate volume of manufactured goods produced within South Africa. It excludes imported goods, re-packaged imports, and production activities taking place outside the country.
Source of data	Verified manufacturing production and productivity reports based on official statistics dtic and agencies (IFB, IDC, NEF) administrative data across supported programmes
Method of Calculation or Assessment	Quantitative (as per milestones)
Means of verification	Signed and approved policy documents, Manufacturing sector performance reports Manufacturing sector performance analysis, dtic and agencies data on companies supported Official statistics
Assumptions	Industry provides accurate and timely data. Stable macro-economic and policy environment
Disaggregation of Beneficiaries (where applicable	By manufacturing sub-sector (e.g., agro-processing, automotive, metals, chemicals).
Spatial Transformation (where applicable)	N/a
Calculation Type	Milestones achieved
Reporting Cycle	Quarterly
Desired performance	Target achieved
Indicator Responsibility	ADDG Sectors

35. Indicator Title	Percentage increase (%) of global market for value-added minerals
Definition	This indicator measures South Africa's annual percentage share of the global market for critical minerals, including (but not limited to) manganese, vanadium, chromium, rare earth elements, and platinum group metals. It captures South Africa's proportion of global production, supply, or export volumes relative to international totals, based on validated global market data. The indicator excludes non-critical commodities and minerals not recognised under South Africa's Critical Minerals Strategy or relevant global classification frameworks.
Source of data	National mineral production data (DMRE, industry submissions) Export data (SARS, ITAC, dtic economic intelligence) International market datasets (e.g., global mineral commodity statistics)
Method of Calculation or Assessment	Quantitative
Means of verification	Consolidated production and export datasets Verified global market statistics Audit-ready annual performance report
Assumptions	Reliable and timely global market data availability Stable regulatory and investment environment Sufficient domestic production and export capacity
Disaggregation of Beneficiaries (where applicable	By mineral type (e.g., manganese, vanadium, PGMs, rare earth elements).
Spatial Transformation (where applicable)	N/a
Calculation Type	Milestones achieved

Reporting Cycle	Quarterly
Desired performance	Target achieved
Indicator Responsibility	ADDG Sectors

36. Indicator Title	Rand value increase in the procurement value of locally manufactured goods and services
Definition	Contribution of procurement spent towards localisation and re- industrialisation
Source of data	Quarterly monitoring reports on the procurement spent submitted to the DG
Method of Calculation or Assessment	Quantitative
Means of verification	Submission from Industrial Procurement consolidating procurement figures from the sector desks, procuring organs of state and /or suppliers signed off by the DDG: Sectors to the DG. Consolidated spreadsheet containing local procurement spend data as received from procuring organs of state signed by the DDG: Sectors.
Assumptions	Stakeholder buy-in and implementation, availability of budget to implement the infrastructure programmes, timeous execution of projects, approval of the regulations under the Procurement Act, approval of the NIPP amendments, reporting by suppliers and procuring entities, adoption of strategic procurement approaches for strategic fleets (e.g Rails, Transmission and distribution lines, water infrastructure, pharmaceuticals, etc)
Disaggregation of Beneficiaries (where applicable	N/a
Spatial Transformation (where applicable)	N/a
Calculation Type	Milestones achieved
Reporting Cycle	Quarterly
Desired performance	Target achieved
Indicator Responsibility	ADDG Sectors Branch

37. Indicator Title	Percentage (%) reduction in the Importation of rail transport equipment
Definition	Measures the annual percentage reduction in the importation of rail production inputs, components, and rolling stock that can be competitively manufactured locally. It reflects progress toward strengthening domestic industrial capacity within the rail value chain and reducing reliance on imported rail-related products. It excludes imports of specialised or high-technology components that are not yet produced in South Africa or where localisation is not economically viable. **Note:** 1.5% target to be monitored per annum (Not cumulative)
Source of data	SARS/INTRACEN import tariff line data for rail components dtic/quantic trade statistics ITAC trade data dtic rail localisation Programme Reports Verified Industry Submissions Inputs from Procuring entities
Method of Calculation or Assessment	Quantitative
Means of verification	Signed import value reports dtic-validated localisation monitoring reports Audit-ready SARS import datasets
Assumptions	Availability of reliable import data Increased domestic production capacity Industry willingness to shift procurement to local suppliers
Disaggregation of Beneficiaries (where applicable	By component type (e.g., wheels, bogies, braking systems, structural components) By tariff category
Spatial Transformation (where applicable)	N/a
Calculation Type	Milestones achieved
Reporting Cycle	Quarterly
Desired performance	Target achieved
Indicator Responsibility	ADDG Sectors Branch

38. Indicator Title	Increase the growth of the Cannabis Industry by 10% per annum
Definition	Monitor the Implementation of a Hemp and Cannabis Commercialization Policy targeting 5% increase in the annual growth rate of the Cannabis Market for Commercialisation Products
Source of data	Quarterly monitoring reports on the Cannabis Commercialization Policy submitted to the DG (Statista Market Forecast 2025, SARS Export Data, GranView, EuroMonitor, Cannabis Research Studies etc)
Method of Calculation or Assessment	Quantitative
Means of verification	Submission signed off by the CD: Agro to the ADDG
Assumptions	Stakeholder buy-in and implementation Availability of budget Timeous approval by relevant structures (Economic Cluster, Cabinets and Executive Authority) Economic environment (Nationally and globally)is conducive Approval of the Cannabis for Private Purposes Regulation by Parliament and consequence Acts/ regulations by other Departments i.e. DoA, DoH , DoJ , DSTI

Disaggregation of Beneficiaries (where applicable	N/a
Spatial Transformation (where applicable)	N/a
Calculation Type	Milestones achieved
Reporting Cycle	Quarterly
Desired performance	Target achieved
Indicator Responsibility	ADDG: Sectors Branch

39. Indicator Title	Percentage (%) reduction in the cost of rail transport
Definition	Measures the completion of the Rail Tariff Reduction Support Programme, which includes the design, consultation, costing, and approval of a structured intervention aimed at reducing rail tariffs for strategic industrial sectors. The programme outlines mechanisms, eligibility criteria, implementation modalities, and potential financial or regulatory instruments to support lower rail transport costs. The indicator excludes broader logistics reform initiatives that fall outside the scope of tariff reduction mechanisms. (2% is an annual target, not cumulative)
Source of data	Draft and final programme documents Consultation reports Economic and tariff analysis reports Internal dtic approval records Transnet Rail Infrastructure manager (TRIM) tariff proposal 2025/26 financial year.
Method of Calculation or Assessment	Qualitative (as per milestones)
Means of verification	Approved Rail Tariff Reduction Support Programme Minutes from stakeholder engagements Signed concept notes, technical assessments, and final submission documents Audit-ready portfolio of evidence
Assumptions	Timely data availability from Transnet, industry, and logistics stakeholders Sufficient internal technical capacity to design the programme Stakeholder cooperation during consultations
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Milestones achieved
Reporting Cycle	Quarterly
Desired performance	Targets Achieved
Indicator Responsibility	ADDG Sectors Branch

40. Indicator Title	Development of a support framework to attract one Electric Vehicles battery assembly operation
Definition	A policy on manufacturing of batteries for EV production submitted to the Accounting officer A marketing brief for EV Battery Production
Source of data	EV Research Reports; Critical Mineral Strategy, outlining the Mineral opportunities in Sacu/SADC World Bank report on establishing a battery value chain; The UNIDO-supported EV Batteries report The Vanadium Redox Flow Battery (VRFB) value chain Market study. APDP regulations and or Guidelines
Method of Calculation or Assessment	Qualitative
Means of verification	EV Policy document submitted for approval. Implementation Report on Investment promotion
Assumptions	Stakeholder buy-in and implementation: - DMPR, - IDC, - Transnet; - Industry; and - Provincial governments. Availability of budget Timeous approval by relevant structures (Economic Cluster, Cabinets and Executive Authority) Economic environment (Nationally and globally)is conducive Approval by Automotive EOC structure
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Milestones achieved
Reporting Cycle	Quarterly
Desired performance	Target achieved
Indicator Responsibility	ADDG Sectors

41. Indicator Title	Percentage increase in the manufacturing of renewable energy components
Definition	This indicator measures the development and formal submission of industrial policy and localisation measures by the Department of Trade, Industry and Competition to relevant authorities and SAREM governance structures to support the expansion and competitiveness of local renewable-energy manufacturing in South Africa. Outcome tracked against 10% increase target through localisation measures submitted based on SAREM, including: • recommendation to SARS on staged consignment for renewable-energy components • proposed local procurement model submitted to the SAREM Executive Oversight Committee • proposal submitted to National Treasury on reactivation of the 12i tax incentive • Implement support measures for the local manufacturing of renewable energy components in South Africa

Source of data	dtic (Green Industries), SAREM governance structures, interdepartmental submissions to SARS, National Treasury and other relevant authorities.
Method of Calculation or Assessment	Simple count of localisation policy measures completed and formally submitted within the reporting period.
Means of verification	Submission signed off by the DDG: Sectors to the DG
Assumptions	• Continued implementation of SAREM • Cooperation of relevant authorities (e.g. SARS, National Treasury) • Availability of industry and policy evidence to inform localisation measures
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Milestones achieved
Reporting Cycle	Quarterly
Desired performance	Target achieved
Indicator Responsibility	ADDG: Sectors

42. Indicator Title	Number of measures implemented under the Decarbonisation Strategy
Definition	Measures the development and annual updating of the manufacturing sector decarbonisation strategy as a component of the Department's Environmental Implementation Plan (EIP), setting out priority actions, policy considerations, and monitoring information to integrate decarbonisation objectives into industrial, trade, and carbon-tax policy processes.,
Source of data	Departmental Environmental Implementation Plan (EIP) documentation, including approved EIP reports and decarbonisation strategy updates; internal policy analysis; and relevant administrative and secondary data informing the decarbonisation component.
Method of Calculation or Assessment	Simple count of industrial decarbonisation support measures approved and/or implemented during the reporting period.
Means of verification	Approved industrial decarbonisation policy instruments, programmes, guidelines, or implementation frameworks and evidence of implementation aligned to the Department's Environmental Implementation Plan. Quarterly Environmental Implementation Plan (EIP) progress reports, including documented updates to the manufacturing sector decarbonisation component.
Assumptions	• Continued national commitment to industrial decarbonisation • Alignment with Environmental Implementation Plan cycle • Availability of technical and policy evidence to design measures
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Annual approval of the EIP report
Indicator Responsibility	ADDG: Sectors

43. Indicator title	Implementation of 3 measures in the green steel industry
Definition	Monitor the implementation of the Steel Master Plan Action Plans to resuscitate and grow South Africa's iron and steel industry.
Source of data	Quarterly monitoring reports on the Steel Master Plan submitted to the DG Data from Government sources and Industry
Method of Calculation or Assessment	Quantitative
Means of verification	Submission signed off by the DDG: Sectors to the DG
Assumptions	• Stakeholder cooperation during consultations and implementations of approved plans. • Availability of budget • Timeous approval by Social Partners (labour, Business and the affected company including Government Departments such as National Treasury, Department of Electricity and Energy, Department of Transport and Department Forestry fisheries and Environment) and relevant structures (Economic Cluster, Cabinets and Executive Authority) as well as Development Finance Institutions (DFIs) including a conducive trading environment.
Disaggregation of Beneficiaries (where applicable	N/a
Spatial Transformation (where applicable)	N/a
Calculation Type	Milestones achieved
Reporting Cycle	Quarterly
Desired performance	Target achieved
Indicator Responsibility	ADDG: Sectors Branch

44. Indicator Title	Number of measures implemented in the automotive industry masterplan
Definition	**Develop measures to improve the performance of the automotive industry** 2 priority measures of the automotive industry approved[1] i. Finalise the review of the Auto Masterplan [1] ii. Finalise the review of the Automotive Production and Development Programme (APDP2)[1], Finalise the review of Production Rebate Certificate (PRC), develop the policy proposals for the review of the ad valorem tax for motor vehicles (the dtic/NT)
Source of data	Desktop research Stakeholder Engagement reports Terms of Reference
Method of Calculation or Assessment	Quantitative
Means of verification	Stakeholder engagement workshops on Automotive Master Plan Final reviewed Automotive Masterplan signed off by accounting officer
Assumptions	Stakeholder commitments Budget available for implementation

	Social partners are able to make commitments; and stakeholders are able to execute on all the commitments
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Not applicable
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG: Sectors

45. Indicator Title	**Number of measures to improve the performance of the cement industry**
Definition	Designation request prepared for Minister for recommendation to NT to the cement industry. 3 priority measures of the cement industry include I. [1] Designate Cement Products for Local Content in the Public Procurement System II. Review trade measures for the growth of the South Africa's cement industry II. Monitor the influx of cheap cement products (the dtic/ITAC/SABS/NRCS/NCC)
Source of data	Designation request in the form of a submission to Minister
Method of Calculation or Assessment	**Qualitative**
Means of verification	**Submission**
Assumptions	• Stakeholder buy-in for implementation of designation (National government, Local and provincial government, State-owned Companies, cement manufacturers and construction firms)
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded
Indicator Responsibility	ADDG: Sectors

46. Indicator Title	Number of measures to improve the performance of the sugar industry
Definition	Monitor implementation of **Sugar Master Plan Phase 2** , prioritising the stabilisation of Tongaat Hulett and protecting cane growers and workers within a set of timelines, targets and actions by all role players, millers, cane growers and industrial users 3 priority measures of the sugar industry I. Implement Sugar Master Plan Phase 2 II. Develop support measures to expand the milling capacity and sugar cane production II. Develop measures for the diversification of the sugar industry
Source of data	Quarterly monitoring reports on the Sugar Master Plan Phase 2 were submitted to the ADDG (EOC Reports, Stats SA Reports and Industry Report)
Method of Calculation or Assessment	Quantitative
Means of verification	Submission signed off by the CD: Agro to the ADDG
Assumptions	Stakeholder buy-in and implementation Availability of budget Timeous approval by relevant structures (Economic Cluster, Cabinets and Executive Authority)
Disaggregation of Beneficiaries (where applicable	N/a
Spatial Transformation (where applicable)	N/a
Calculation Type	Milestones achieved
Reporting Cycle	Quarterly
Desired performance	Target achieved
Indicator Responsibility	ADDG: Sectors Branch

Programme 5: Regulation

47. Indicator Title	Efficient regulation amendments to address online gambling advertising
Definition	Regulations amended to address online gambling advertising to reduce harmful gambling behaviour
Source of data	Approved Reports or Gambling Amendment Regulations or gazette
Method of Calculation or Assessment	Simple
Means of verification	Approved Reports or Gambling Amendment Regulations or gazette
Assumptions	The regulations are depedent on the policy perogatives and needs. External dependencies such as turnaround times of OCSLA.
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG: Regulation

48. Indicator Title	Number of Regulations amended to address the cost of credit
Definition	Regulations amended to deal with the cost of credit
Source of data	Approved Reports or Amendment Credit Regulations or gazette
Method of Calculation or Assessment	Simple
Means of verification	Approved Reports or Amendment Credit Regulations or gazette
Assumptions	The regulations are depedent on the policy perogatives and needs. External dependencies such as OCSLA
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG: Regulation

49. Indicator Title	% Entities implementing the ease of doing business matrix
Definition	Development of ease of doing matrix methodology to monitor implementation of ease of doing business through pilot of **8 dtic** regulatory entities. The matrix is an internal **dtic** methodology based on the performance and services of the entities. % implementation of the ease of doing business matrix in the 8 **dtic** entities. The 8 Regulation Branch entities implementing the matrix. They are the NGB, NLC, NCR, NCT, NCC, TRP, CIPC and CT.
Source of data	Report on the % implementation of the ease of doing business in 8 pilot **dtic** regulatory entities
Method of Calculation or Assessment	Simple count
Means of verification	Report on the % implementation of the ease of doing business in 8 pilot **dtic** regulatory entities
Assumptions	Working closely with regulatory entities to improve the ease of doing business; buy in and cooperation from entities
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG: Regulation

50. Indicator Title	Efficient Tracking Regulations to curtail illicit trade
Definition	Illicit trade curtailed or curbed, through development of tracking regulations, to strengthen and improve oversight of illicit trade in South Africa, resulting in efficient tracing and tracking. The impact could be % reduction in illicit trade.
Source of data	Regulations, or reports
Method of Calculation or Assessment	Simple count
Means of verification	Regulations, or reports
Assumptions	Cooperation from stakeholders.
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG: Regulation

51. Indicator Title	Company regulations amended to improve ease of doing business
Definition	Regulations to enhance ease of doing business, reduce red tape and or create an enabling environment
Source of data	Approved regulations
Method of Calculation or Assessment	Simple count
Means of verification	Approved reports, or regulations
Assumptions	Policy dependencies, external dependencies such as OCLSLA
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non- Cumulative
Reporting Cycle	Annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG: Regulation

52. Indicator Title	Number of Bills approved by Cabinet
Definition	Bills approved by Cabinet
Source of data	Cabinet memorandums/ or Bills approved by Minister
Method of Calculation or Assessment	Simple count
Means of verification	Cabinet memorandums/ or Approved Bills
Assumptions	
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG: Regulation

53. Indicator Title	Omnibus Bill to accelerate Industrial development and Investment approved by Cabinet
Definition	Omnibus Bill approved by Cabinet
Source of data	Omnibus Bill approved by Minister and Cabinet
Method of Calculation or Assessment	Simple count
Means of verification	Omnibus Bill approved by Minister and Cabinet
Assumptions	Policy dependencies, external dependencies such as OCLSLA
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non- Cumulative
Reporting Cycle	Annually
Desired performance	Target achieved or exceeded
Indicator Responsibility	DDG: Regulation

Programme 6: Incentives

54. Indicator Title	Rand value of investment secured through industrial financial programmes
Definition	The total value of projected investments from private sector and foreign direct investments through industrial financing programmes from approved enterprises (ADEP, AIS, APSS, BIS, CIP, Film and TV, MSP, and SEZ) **Exceptions:** 1. The total value of projected investments in case BIS equals total projected costs (including incentive grant) of all the enterprises approved. 2. AIS projected investment is based on qualifying investment.
Source of data	Signed Adjudication Committee (AC) minutes and Adhoc Decision Review Committee (ADRC) minutes, submissions approved by DG (only for projects approved via appeals)
Method of Calculation or Assessment	Simple count
Means of verification	Signed Quarterly Report and Supporting Schedule
Assumptions	Approved projects/enterprises will commit to the value of projected investments
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative Year end
Reporting Cycle	Quarterly
Desired performance	Target met or higher
Indicator Responsibility	DDG: Incentives

55. Indicator Title	Rand value disbursed to enterprises that comply with the latest B-BBEE Act
Definition	The total value (Rands) of approved funding disbursed to enterprises that comply with the latest B-BBEE Act. This excludes disbursements to SEZs, public industrial parks, and SSAS project coordinators.
Source of data	Incentive claim packs and BAS incentive reports
Method of Calculation or Assessment	Simple count
Means of verification	Signed Quarterly Report and Supporting Schedule - signed by Senior Manager
Assumptions	Approved enterprises/projects submit claims for disbursement of incentive funds
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative Year end
Reporting Cycle	Quarterly
Desired performance	Target met or higher
Indicator Responsibility	DDG: Incentives

56. Indicator Title	Number of new jobs created by beneficiaries of disbursed funds
Definition	The actual number of new permanent jobs created by disbursed projects/enterprises (ADEP, AIS, APSS, BIS, CIP and MSP).
Source of data	Incentive claim packs and Bas incentive report
Method of Calculation or Assessment	Simple count
Means of verification	Signed Quarterly Report and Supporting Schedule - signed by Senior Manager
Assumptions	Projects/enterprises are creating jobs as per approval
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative Year end
Reporting Cycle	Bi-Annually
Desired performance	Target met or higher
Indicator Responsibility	DDG: Incentives

57. Indicator Title	Number of new jobs created through the digital economy programme (GBS)
Definition	The actual number of jobs created by the digital economy programme (GBS)
Source of data	Incentive claim packs and/or supplementary schedule signed by Company for the digital jobs created and BAS incentive report
Method of Calculation or Assessment	Simple count
Means of verification	Signed Quarterly Report and Supporting Schedule - signed by Senior Manager
Assumptions	GBS projects/enterprises are creating jobs
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative Year end
Reporting Cycle	Bi-Annually
Desired performance	Target met or higher
Indicator Responsibility	DDG: Incentives

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

Programme 7: Exports

59. Indicator Title	Rand value increase of South African manufactured exports to targeted markets in priority industrial policy sectors linked to trade agreement utilization
Definition	Report outlining value of South African exports to the rest of the world (excluding the rest of Africa) in sectors advanced, including by Export Councils, based on SARS Raw data or data obtained from trading partners or reports by select exporters. Sectors include, but are not limited to goods and services in: • Clothing, Textile, Leather and Footwear (CTFL) • Agriculture and Agro-Processing • Steel, Metal Fabrication and Aluminium Sector • Cosmetics Sector • Oceans Economy • Electro-Technical Industries • Aerospace and Defence • Automotive and Components
Source of data	Report(s) using data from SARS, EMIA, Export Councils, **the dtic** agencies, Trading Partners and Exporters.
Method of Calculation or Assessment	Simple count
Means of verification	Signed report on exports in in sectors promoted, including by Export Councils.
Assumptions	Exports to international markets
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative Year-End.
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded.
Indicator Responsibility	CD: Export Promotion and Marketing - CD: Export Development

60. Indicator Title	Rand value increase of South African manufactured exports in priority industrial policy sectors linked to AfCFTA tariff utilization
Definition	Report outlining value of South African exports to the Rest of Africa in sectors advanced, including by Export Councils, based on SARS Raw data or data obtained from trading partners or reports by select exporters. Sectors include, but are not limited to goods and services in: • Clothing, Textile, Leather and Footwear (CTFL) • Agriculture and Agro-Processing • Steel, Metal Fabrication and Aluminium Sector • Cosmetics Sector • Oceans Economy • Electro-Technical Industries • Aerospace and Defence • Automotive and Components
Source of data	Report(s) using data from SARS, EMIA, Export Councils, **the dtic** agencies, Trading Partners and Exporters.
Method of Calculation or Assessment	Simple count
Means of verification	Signed report on exports in in sectors promoted, including by Export Councils.
Assumptions	Exports to international markets
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A

Calculation Type	Cumulative Year-End.
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded.
Indicator Responsibility	CD: Export Promotion and Marketing - CD: Export Development

61. Indicator Title	Rand value increase of South African exports to targeted global markets by SMMEs funded by dtic export support measures
Definition	Report outlining value of South African exports of SMMEs (excluding black owned entities) funded by EMIA and dtic DFIs
Source of data	Report(s) using data from EMIA, dtic DFIs and Exporters
Method of Calculation or Assessment	Simple count.
Means of verification	Signed report on exports through EMIA and dtic DFIs related export initiatives.
Assumptions	Exports to international markets.
Disaggregation of Beneficiaries (where applicable	SMMEs
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative Year-End.
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded.
Indicator Responsibility	CD: Exports/Operations - CD: Export Promotion and Marketing

62. Indicator Title	Rand value increase of South African exports to targeted African markets by Black owned entities funded by dtic export support measures
Definition	Report outlining value of South African exports of Black owned companies funded by EMIA and dtic DFIs
Source of data	Report(s) using data from EMIA, dtic DFIs and Exporters
Method of Calculation or Assessment	Simple count.
Means of verification	Signed report on exports through EMIA and dtic DFIs related export initiatives.
Assumptions	Exports to international markets.
Disaggregation of Beneficiaries (where applicable	Black
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative Year-End
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded.
Indicator Responsibility	CD: Exports/Operations - CD: Export Promotion and Marketing

63. Indicator Title	Number of companies receiving dtic-DFI support package
Definition	The Number of companies benefitting from DFI syndicated technical & financial support package for international tenders, projects/off takes
Source of data	Report(s) received from DFIs and dtic
Method of Calculation or Assessment	Simple count
Means of verification	Signed report on companies receiving dtic-DFI technical & financial support packages
Assumptions	Companies awarded a tender/ Projects /off take agreement
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative Year-End
Reporting Cycle	Quartely
Desired performance	Target achieved .
Indicator Responsibility	CD: Exports/Operations - CD: Export Promotion and Marketing

64. Indicator Title	Number of new jobs created in the economy linked to exports activated by the Export Marketing and Investment Assistance (EMIA) scheme
Definition	The number of new jobs created in the economy linked to exports by EMIA funded entities
Source of data	Report(s) using the jobs model (Export Employment Multiplier Model) by DNA Economics based on export value data from EMIA related funded entities
Method of Calculation or Assessment	Simple count
Means of verification	Signed Quarterly Report based on jobs model by DNA Economics: Export Employment Multiplier Model
Assumptions	Jobs created by increased exports
Disaggregation of Beneficiaries (where applicable	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative Year-End
Reporting Cycle	Quarterly
Desired performance	Target achieved or exceeded.
Indicator Responsibility	CD: Exports/Operations - CD: Export Promotion and Marketing

65. Indicator Title	Number of entities capacitated on exporting skills
Definition	Provide export capacity building (training, mentorship, coaching and incubation and acceleration) for export readiness to new and emerging exporters
Source of data	Report(s) on export capacity building provided (training, mentorship, coaching and incubation and acceleration); attendance register; technical or programme reports; approved event or conference reports; post-event or engagement reports and Official partner confirmation, correspondence, presentations, or validated documentary evidence linked to the intervention
Method of Calculation or Assessment	Simple count
Means of verification	Signed report on training and capacity building on exporting
Assumptions	Exports to international markets.
Disaggregation of Beneficiaries (where applicable	
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative Year-End.
Reporting Cycle	Quarterly.
Desired performance	Target achieved or exceeded.
Indicator Responsibility	CD: Exports/Operations - CD: Export Development and Support

66. Indicator Title	Percentage of entities capacitated on exporting skills that are Women owned
Definition	Provide export capacity building (training, mentorship, coaching and incubation and acceleration) for export readiness to new and emerging exporters
Source of data	Report(s) on export capacity building provided (training, mentorship, coaching and incubation and acceleration); attendance register; technical or programme reports; approved event or conference reports; post-event or engagement reports and Official partner confirmation, correspondence, presentations, or validated documentary evidence linked to the intervention
Method of Calculation or Assessment	Simple count
Means of verification	Signed report on training and capacity building on exporting
Assumptions	Exports to international markets.
Disaggregation of Beneficiaries (where applicable	
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative Year-End.
Reporting Cycle	Quarterly.
Desired performance	Target achieved or exceeded.
Indicator Responsibility	CD: Exports/Operations - CD: Export Development and Support

67. Indicator Title	Percentage of entities capacitated on exporting skills that are Youth owned
Definition	Provide training and capacity for export readiness to new and emerging exporters
Source of data	Report(s) on export capacity building provided (training, mentorship, coaching and incubation and acceleration); attendance register; technical or programme reports; approved event or conference reports; post-event or engagement reports and Official partner confirmation, correspondence, presentations, or validated documentary evidence linked to the intervention
Method of Calculation or Assessment	Simple count
Means of verification	Signed report on training and capacity building on exporting
Assumptions	Exports to international markets.
Disaggregation of Beneficiaries (where applicable	Women onwed entities
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative Year-End.
Reporting Cycle	Quarterly.
Desired performance	Target achieved or exceeded.
Indicator Responsibility	CD: Exports/Operations - CD: Export Development and Support

Programme 8: Transformation and Competition

68. Indicator Title	Number of majority black owned enterprises financed through the Transformation Fund
Definition	Implementation of the Transformation Fund by 2029 to support majority-black owned enterprises and SMMEs in productive sectors: Number of majority black owned enterprises approved for financial support through aggregated Transformation Fund
Source of data	Information/ reports/ agreements/ orders from the Transformation Fund Special Purpose Vehicle, Competition Authorities, the EEIP programme, NEF reports. Supported by approval letters/contracts
Method of Calculation	Simple count
Means of verification	Quarterly reports signed by Senior Manager
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Simple count
Reporting Cycle	Annually
Desired performance	Meet or exceed targets
Indicator Responsibility	DDG Transformation and Competition

69. Indicator Title	Rand value of Transformation Funds contracted to majority black owned enterprises
Definition	Implementation of the Transformation Fund by 2029 to support majority-black owned enterprises and SMMEs in productive sector R20bn of the aggregated Transformation fund approved and contracted to majority black owned enterprises .
Source of data	Information/ reports/ agreements/ orders from the Transformation Fund Special Purpose Vehicle, Competition Authorities, the EEIP programme, the Black Industrialist programme, NEF & IDC reports. Supported by approval letters/contracts
Method of Calculation	Simple count
Means of verification	Annual reports signed by Senior Manager
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Simple count
Reporting Cycle	Annually
Desired performance	Meet or exceed targets
Indicator Responsibility	DDG Transformation and Competition

70. Indicator Title	Number of jobs through transformation fund
Definition	Implementation of the Transformation Fund by 2029 to support majority-black owned enterprises and SMMEs in productive sectors: 10 000 jobs created through transformation fund
Source of data	Information/ reports/ agreements/ orders from the Transformation Fund Special Purpose Vehicle, Competition Authorities, the EEIP programme reports.
Method of Calculation	Simple count
Means of verification	Quarterly reports signed by Senior Manager
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Simple count
Reporting Cycle	Annually
Desired performance	Meet or exceed targets
Indicator Responsibility	DDG Transformation and Competition

71. Indicator Title	Percentage (%) increase of ownership black owned enterprises in priority sectors
Definition	Implementation of B-BBEE to drive a meaningful inclusive economic transformation in priority sectors by 2029
Source of data	Information/ reports/ agreements/ orders from the Competition Authorities, Sector Codes, B-BBEE Commission including reports for sector charter councils. Priority sectors are: Agri-BEE, Forestry, Financial Services, Tourism and ICT
Method of Calculation	Simple count
Means of verification	Annual report signed by Senior Manager
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired performance	Meet or exceed targets
Indicator Responsibility	DDG Transformation and Competition

72. Indicator Title	Revised B-BBEE regulations published for implementation
Definition	Implementation of the revised B-BBEE to drive a meaningful inclusive economic transformation in priority sectors by 2029 Reimagined architecture of the B-BBEE to drive economic transformation implemented Revised B-BBEE regulations published for implementation
Source of data	Ministerial approval, Government Gazette
Method of Calculation	Simple count
Means of verification	Annual report signed by Senior Manager
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired performance	Meet or exceed targets
Indicator Responsibility	DDG Transformation and Competition

73. Indicator Title	Rand value disbursed for the implementation of Social Employment Fund (SEF)
Definition	R1.5 billion disbursed to IDC for the implementation of SEF to create 50 000 job opportunities
Source of data	BAS report and reports from the IDC on SEF for the number of job opportunities created.
Method of Calculation	Simple count
Means of verification	Reports signed by Senior Manager
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Measurement of jobs opportunities for males, females, and youth – in the social economy
Spatial Transformation (where applicable)	None
Calculation Type	Simple count
Reporting Cycle	Quarterly
Desired performance	80% - 100% of target achieved or target exceeded
Indicator Responsibility	DDG: Transformation and Competition

74. Indicator Title	Number of additional workers with shares in their companies including but not limited to competition initiatives
Definition	Additional workers with shares in their companies as presented in commitments made
Source of data	Agreements with companies; Tribunal orders; information and reports from the companies and ESOPs, including the NEF and B-BBEE Commission
Method of Calculation	Simple count
Means of verification	Quarterly reports signed by Senior Manager
Assumptions	Assume large mergers take place where companies are prepared to consider and negotiate ESOPS
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	80% - 100% of target achieved or target exceeded
Indicator Responsibility	DDG: Transformation and Competition

75. Indicator Title	Number of unemployed youth trained under the Youth Employment Service (YES) by 2029
Definition	Skills development programme focusing on unemployed youth designed and implemented with 200 000 unemployed youth trained, inclusive of the YES programme
Source of data	Reports signed by Senior Manager
Method of Calculation or Assessment	Quantitative
Means of verification	Annual reports signed by Senior Manager
Assumptions	Availability of funds and firms' ability to provide training facilities
Disaggregation of Beneficiaries (where applicable	The beneficiaries will be disaggregated based on gender and Spatial demographics
Spatial Transformation (where applicable)	Participation by firms and beneficiaries will be promoted across all the 9 provinces.
Calculation Type	Simple count
Reporting Cycle	Annually
Desired performance	Skills training programme designed and 200 000 unemployed youth trained inclusive of the YES Programme
Indicator Responsibility	DDG: Transformation and Competition

Programme 9: Research

76. Indicator Title	Number ESIEID Cluster reports produced
Definition	ESIEID Cluster reports tracking GAIN and Jobs Strategies Performance
Source of data	Reports tabled to the DGs Cluster
Method of calculation	Quantitative
Means of verification	ESIEID Cluster Reports produced
Assumptions	ESIEID Cluster convenes on a quarterly basis
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Simple count
Reporting Cycle	Quarterly
Desired performance	Four ESIEID Cluster reports produced
Indicator Responsibility	DDG: Research

77. Indicator Title	Number of Quarterly Manufacturing Sector Pulse Reports Produced
Definition	Manufacturing sector pulse reports produced per quarter based on key economic indicators of the sector
Source of data	Relevant domestic economic data sources/platforms and reports from government departments and entities (e.g StatsSA, Quantec & the SARB)
Method of Calculation	Simple Count/Quantitative
Means of verification	Approved Reports
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Simple Count
Reporting Cycle	Quarterly
Desired performance	Four reports produced
Indicator Responsibility	DDG: Research

78. Indicator Title	Number of Trade Reports including dashboards of critical trade information produced
Definition	Trade Reports including dashboards of critical trade information
Source of data	Trade Databases, South African Revenue Service, Public sources
Method of Calculation or Assessment	Simple count
Means of verification	Approved quarterly trade reports
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Quarterly
Desired performance	Four Trade Reports including dashboards produced
Indicator Responsibility	DDG: Research

79. Indicator Title	Number of Economic Outlook reports tracking GDP performance produced
Definition	Economic outlook reports tracking GDP performance
Source of data	Relevant reports and data platforms, inputs from **the dtic** Branches Resbank, StatsSA, Trade map, Quantec and IHS
Method of Calculation	Quantitative
Means of verification	Economic outlooks reports produced
Assumptions	N/A
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired performance	1 Economic Outlook report produced
Indicator Responsibility	DDG: Research

80. Indicator Title	Number of evaluation reports of the dtic interventions produced
Definition	Evaluation studies conducted at the request of branches or the Executive Authority, providing feedback on the efficacy of the dtic interventions. These include the review of the APDP; Tax Incentives; the review of the Yes initiative)
Source of data	Relevant research reports/studies, programme-specific data, economic data sources/platforms and reports from government departments and entities (e.g StatsSA, Quantec & the SARB), and data from global databases (e.g TradeMap, UNCTAD, World Bank, IMF, etc.)
Method of Calculation	Simple Count/Quantitative
Means of verification	Reports produced.
Assumptions	Evaluations will contribute towards building strong capabilities and capacity in the dtic.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired performance	2 evaluation reports of **the dtic** interventions produced
Indicator Responsibility	DDG: Research

81. Indicator Title	Number of the dtic research agenda developed
Definition	The DTIC Research Agenda approved by the Executive Authority
Source of data	The dtic programmes reports/submissions
Method of calculation	Simple count
Means of verification	Research Agenda for **the dtic** approved by the Minister
Assumptions	DTIC programmes will input on the Research Agenda
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Cumulative
Reporting Cycle	Annually
Desired performance	1 DTIC Research Agenda developed
Indicator responsibility	DDG: Research

1. Abbreviations and Acronyms

TERM	DEFINITION
AfCFTA	African Continental Free Trade Area Agreement
AAMP	Agriculture and Agro-processing Masterplan
AC	Adjudication Committee
ADEP	Aquaculture Development and Enhancement Programme
ADRC	Adhoc Decision Review Committee
AGOA	African Growth and Opportunity Act
AIS	Automotive Incentive Scheme
APDP	The Automotive Production and Development Program
APP	Annual performance Plan
APSS	Agro-Processing Support Scheme
AU	African Union
BAS	Basic Accounting System
BBBEE	Broad-Based Black Economic Empowerment
BBOS	Broad-Based Ownership Schemes
BEE	Black Economic Empowerment
BI	Black Industrialist
BIS	Black Industrialist Scheme
BRICS	Brazil, Russia, India, China and South Africa
CBAM	Carbon tax border adjustment measures
CC	Competition Commission
CD	Chief Director
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIP	Critical Infrastructure Programme
CIPC	Companies and Intellectual Property Commission, a public entity reporting to **the dtic**
CMSB	Corporate Management Services Branch
CSIR	Council for Scientific and Industrial research
CSR	Corporate Social Responsibility
CT	Companies Tribunal, a public entity reporting to **the dtic**
CTFL	Clothing, Textile, Footwear and Leather
CTIP	Clean Trade and Investment Partnership
DALRRD	Department of Agriculture, Land Reform and Rural Development

TERM	DEFINITION
DBTS	Digital Business Transformation Strategy
DDG	Deputy Director-General
DDM	District Development Model
DFI	Development Finance Institution
DG	Director-General
DMRE	Department of Mineral Resources and Energy
DTIC	Department of Trade, Industry and Competition
EA	Executive Authority
ECIC	Export Credit Insurance Corporation SOC Ltd, a public entity reporting to **the dtic**
EEIP	Equity Equivalent Investment Programme
EFTA	European Free Trade Association
EMIA	Export, Marketing and Investment Assistance
EOSS	Energy One Stop Shop
EPC	Engineering, Procurement, and Contracting
EPWP	Expanded Public Works Programme
ERRP	Economic Reconstruction and Recovery Plan
ESD	Enterprise or Supplier Development
ESOPS	Employee Share Ownership Programmes
EU	European Union
EV	Electric Vehicles
FDI	Foreign Direct Investment
FER	Foreign Economic Representatives
4IR	Fourth Industrial Revolution
FTE	Full-Time Equivalents
FY	Financial Year
GATT	General Agreement on Trade and Tariffs
GBS	Global Business Services
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GIAMA	Government Immovable Asset Management Act
GNU	Government of National Unity
GSP	Generalised System of Preferences

TERM	DEFINITION
GTAC	Government Technical Advisory Centre
HVAC	Heating, Ventilation Air-Conditioning
ICE	Internal Combustion Engine
ICT	Information and Communications Technology
ICTS	International Cooperation, Trade and Security
IDC	Industrial Development Corporation, a public entity reporting to **the dtic**
IFG	International Financing Group
4IR	Fourth Industrial Revolution
ISA	Investment South Africa
ITAT	Industrialisation Think-Action Tank
ITAC	International Trade Administration Commission, a public entity reporting to **the dtic**
JET	Just Energy Transition
MTDP	Medium Term Development Plan
MTEF	Medium Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NCC	National Consumer Commission, a public entity reporting to **the dtic**
NCR	National Credit Regulator, a public entity reporting to **the dtic**
NCT	National Consumer Tribunal, a public entity reporting to **the dtic**
NDP	National Development Plan
NDPWI	National Department of Public Works and Infrastructure
NEDLAC	National Economic Development and Labour Council
NEF	National Empowerment Fund, a public entity reporting to **the dtic**
NGB	National Gambling Board, a public entity reporting to **the dtic**
NIP	National Industrial Policy
NLA	National Liquor Authority
NLC	National Lotteries Commission, a public entity reporting to **the dtic**
NMISA	National Metrology Institute of South Africa, a public entity reporting to **the dtic**
NRCS	National Regulator for Compulsory Specifications, a public entity reporting to **the dtic**
NT	National Treasury
ODG	Office of the Director-General
OECD	Organisation for Economic Co-Operation and Development
OEMs	Original Equipment Manufacturers

TERM	DEFINITION
PEO	Public Entity Oversight
PPP	Public-Private Partnership
PPPA	Preferential policy Framework Act
PWD	Persons with Disabilities
RCM	Regional Critical Minerals
RFQ	Request for Quote
SA	South Africa
SABS	South African Bureau of Standards, a public entity reporting to **the dtic**
SACU	Southern African Customs Union
SADC	Southern African Development Community
SAF	Sustainable Aviation Fuel
SAIC	South Africa Investment Conference
SANAS	South African National Accreditation System, a public entity reporting to **the dtic**
SANS	South African National Standards
SAREM	South African Renewable Energy Masterplan
SARS	South African Revenue Service
SCM	Supplier Chain Management
SEF	Social Employment Fund
SEZ	Special Economic Zone
SMME	Small, Medium and Micro-Sized Enterprises
SMS	Senior Management Service
SOE	State Owned Enterprises
SONA	State of the Nation Address
STATSA	Statistics South Africa
TCTA	Trans-Caledon Tunnel Authority
THL	Tongaat Huletts
TID	Technical Indicator Description
TIFA	Trade and Investment Framework Agreement
TIWG	Trade and Investment Working Group
TRIPS	Trade Related Aspects of Intellectual Property Rights
TRP	Takeover Regulation Panel, a public entity reporting to **the dtic**
UK	United Kingdom

TERM	DEFINITION
UNFCC	United Nations Framework Convention on Climate Change
US	United State of America
VCF	Venture Capital Fund
WTO	World Trade Organisation
WYPD	Women, Youth, and Persons with Disabilities
ZAR	South African Rands

Annexures to the Annual Performance Plan

1. Annexure A: N/A

2. Annexure B: Conditional Grants

Name of Grant	Purpose	Outputs	Current Annual Budget (R thousand)	Perdiod of grant
N/A	N/A	N/A	N/A	N/A

- This is not applicable to **the dtic**.

3. Annexure C: Consolidated Indicators

Institution	Output Indicator	Annual Target	Data Source
N/A	N/A	N/A	N/A

- This is not applicable to **the dtic.**

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